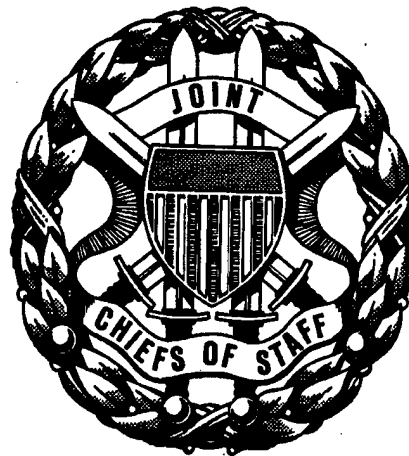# JOINT TRAINING MASTER PLAN 1998

**JOINT STAFF
WASHINGTON, D.C. 20318-0400**

DTIC QUALITY INSPECTED 1

AR I98-12-2360

CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

JOINT TRAINING MASTER PLAN
FOR
THE ARMED FORCES OF THE UNITED STATES

References:
a. CJCSI 3500.01 series, "Joint Training Policy for the Armed Forces of the United States"
b. Defense Planning Guidance, FY 1997-2001, 9 May 1995
c. MCM-71-92, 21 May 1992, "Joint Training Manual"
d. CJCSM 3500.04 series, "Universal Joint Task List, Version 2.1"
e. CJCS Notice 3501, 30 June 95, "Joint Training Master Schedule, 1997-2001"

1. **Purpose.** This instruction provides guidance from the Chairman of the Joint Chiefs of Staff to the combatant commands and Services for planning and conducting joint training and exercises.

2. **Cancellation.** This instruction cancels CJCSI 3500.02, 15 February 1994, "Joint Training Master Plan."

3. **Applicability.** This CJCSI applies to the Joint Staff, combatant commands, Services, Defense agencies responsive to the Chairman of the Joint Chiefs of Staff, and other agencies as appropriate for matters relating to the joint training of the US Armed Forces.

4. **Policy.** Title 10, United States Code, section 153, prescribes, subject to the authority, direction, and control of the President and the Secretary of Defense, that the Chairman of the Joint Chiefs of Staff will be responsible for (1) "formulating policies for the joint training of the armed forces," and (2) "formulating policies for coordinating the military education and training of members of the armed forces."

5. **Definitions.** See Glossary in Enclosure.

6. <u>Responsibilities</u>. See reference a. Detailed procedures for implementing joint training policy are in the Enclosure.

7. <u>Summary of Changes</u>. None.

8. <u>Effective Date</u>. This instruction is effective upon receipt.

                    For the Chairman of the Joint Chiefs of Staff:

Enclosure
   Joint Training Master Plan
      Appendix A--Common Joint Tasks
      Appendix B--CJCS Joint Mission Essential Task and Exercise Matrix
      Appendix C--Action Plan for the Joint Warfighting Center
      Appendix D--JTMP 98 Milestones
      Glossary

DISTRIBUTION

Distribution A, B, C, and J plus the following:

(INTENTIONALLY BLANK)

(INTENTIONALLY BLANK)

LIST OF EFFECTIVE PAGES

The following is a list of effective pages for CJCSI 3500.02. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
1 thru 2	O	A-B-1 thru A-B-4	O
i thru vi	O	A-C-1 thru A-C-18	O
A-1 thru A-36	O	A-D-1 thru A-D-2	O
A-A-1 thru A-A-6	O	GL-1 thru GL-8	O

(INTENTIONALLY BLANK)

TABLE OF CONTENTS

TABLE OF CONTENTS(cont.)

ENCLOSURE

JOINT TRAINING MASTER PLAN
1998
FOR
THE ARMED FORCES OF THE UNITED STATES

SECTION I

INTRODUCTION

1. **Purpose**

   a. <u>Requirements-Based Training</u>. The Joint Training Master Plan (JTMP) provides guidance from the Chairman of the Joint Chiefs of Staff (CJCS) to the combatant commands, Services, Joint Staff, and Defense agencies for planning and conducting joint training events. The JTMP identifies the ways and coordinates the means to implement a "mission-to-task" (requirements-based) joint training system. This system is designed to state requirements in terms of joint mission essential tasks, associated conditions that describe the mission environment, and commander approved joint standards. The collective joint training requirements of the combatant commands can then be addressed by supporting commands and Services to best allocate scarce resources.

   > *The JTMP identifies the ways and coordinates the means to implement a "mission-to-task" joint training system.*

   b. <u>End State</u>. The specific objective is to develop a joint training and exercise program that meets the needs of the combatant commanders to execute the National Military Strategy (NMS) while simultaneously conducting a high quality joint training program that maximizes the readiness of the Armed Forces (i.e., the ability to place personnel and units into joint operations with a high probability of mission success). The desired end state is the improved readiness of joint forces, a training and exercise strategy better aligned with the National Military Strategy, improvedinteroperability and a more stable process for optimizing the application of scarce Service resources (dollars, forces, and time).

   > *The desired end state is . . .*
   > *. . . improved readiness of joint forces,*
   > *. . . a training and exercise strategy better aligned with the National Military Strategy,*
   > *. . . improved interoperability, and*
   > *. . . a stable process for applying scarce Service resources.*

2. <u>Scope</u>. JTMP 98 provides planning milestones based on current CJCS policy for joint training of the Armed Forces. JTMP 98 supports POM 1998-2003, communicates CJCS guidance, and initiates the joint

> *JTMP 98 . . .*
> *. . . supports the POM, communicates CJCS guidance, and initiates the joint*
> *training planning cycle for FY 1998-2000.*

training planning cycle for FY 1998-2000. By including the CJCS Commended Training Issues (CCTIs) and common joint tasks, this plan serves as a source document for departmental coordination of common joint training requirements. Also, programmatic guidance is included in accordance with reference b.

    a. <u>Linkage to CJCS Policy</u>. JTMP 98 complements the policy and procedures for joint training contained in the CJCS Joint Training Policy (reference a) and the Joint Training Manual (JTM) (reference c). CJCS policy directs that the combatant commands document their joint training requirements as Joint Mission Essential Task Lists (JMETL) and use the Universal Joint Task List (UJTL--reference d) as a common language. The JTM contains the procedures for conducting JMETL-based training.

KEY DOCUMENTS	
CJCSI 3500.01	CJCS Joint Training Policy
CJCSI 3500.02	Joint Training Master Plan
CJCSM 3500.03	Joint Training Manual
CJCSM 3500.04	Universal Joint Task List
CJCS Notice 3501	Joint Training Master Schedule (JTMS)
CJCS Notice 3502	JTMS Quarterly Update

    b. <u>CJCS Executive and Support Agents</u>. CJCS-approved organizational changes, USACOM as executive agent and the Joint Warfighting Center (JWFC) as support agent, are designed to focus joint resources on more efficient and effective joint training. To assist USACOM, the JTMP provides guidance for implementing a standardized process for conducting joint training events. Additionally, the JWFC, tasked to assist all joint commands in prosecuting their joint training and exercise programs and coordination of joint doctrine, has been integrated into the joint training system via the JTMP.

    Finally, the J-7 is the Joint Staff proponent, within the joint training system, to facilitate and coordinate CJCS- and CINC-sponsored training and exercises.

CJCS Executive Agent	USACOM
CJCS Support Agent	JWFC
Joint Staff Action Agent	J7/JETD

    c. <u>Revision Cycle</u>. Although the framework of a "mission-to-task" process is in place, the effort to define joint train-ing requirements is clearly evolving. Changing national policy, force structure, the geopolitical situation, and availability of resources all have an impact on our joint training programs. Thus, JTMP 98 is provided as a key element to achieve a defined end state within an iterative process.

SECTION II

JOINT TRAINING GUIDANCE

1. <u>CJCS Guidance</u>. First, and foremost, the joint training program will be focused on warfighting. In this regard, we must train the way we intend to fight. Our efforts must also ensure that scarce resources are efficiently applied to develop and maintain an integrated and flexible joint fighting force. As a goal, combatant commands should continue to develop a methodology for better allocation of joint training resources across the Services and the CINCs--increase jointness by improving the quality of joint training. All combatant commanders and Services should take an active role in defining and assessing their respective joint training requirements.

   a. <u>Mission Focus</u>. Train to meet the demands of the highest priority assigned mission. Joint training plans should first focus on the priority warfighting mission--the most dangerous, but should also accommodate the most likely scenarios. Condi-tions should represent the worst cases found within the operational plans. Standards should reflect actual combat require-ments.

> ## *GOAL*
> *PREPARE THE ARMED FORCES TO OPERATE SUCCESSFULLY IN WAR OR MILITARY OPERATIONS OTHER THAN WAR(MOOTW).*
>
> ## *OBJECTIVES & PRIORITIES*
> *1. PREPARE FOR WAR*
> *2. PREPARE FOR MOOTW -- PRIORITIZED BY EACH COMBATANT COMMANDER*
> *3. PREPARE FOR MULTINATIONAL/INTERAGENCY OPERATIONS*
>
> *CJCSI 3500.01. CJCS JOINT TRAINING POLICY*

   b. <u>Joint Training Priorities</u>

   (1) <u>Warfighting Focus</u>. The NMS requires military forces appropriately sized and postured to perform a wide range of missions including the ability, in concert with regional allies, to fight and win two nearly simultaneous major regional contingencies (MRCs). To assist commanders in establishing their training priorities, given varying conditions and tasks, units should train to support those plans to which they are apportioned. Further, training emphasis should favor MRC training over lesser regional contingency (LRC) training. For units apportioned to both MRC theaters, training emphasis should favor the earlier. Further guidance and exceptions, specifically for USEUCOM forces, are contained in the Joint Strategic Capabilities Plan (JSCP). Single Integrated Operational Plan (SIOP) apportioned units should commit resources, as required, to train for that mission.

(2) <u>Training for Military Operations Other Than War (MOOTW)</u>. While training should be focused on the highest priority warfighting mission and the most dangerous scenarios, joint force commanders must also prepare forces for the most likely contingencies. Commands should tailor joint training programs to include situation-specific training prior to a known deployment (i.e., just-in-time training) and, where appropriate, joint training that focuses on JMETL tasks with conditions unique to MOOTW. For example, exercise scenarios could be designed to transition between peace operations requirements and warfighting tasks in order to exercise joint tasks under varying conditions (e.g., shift from United Nation (UN) rules of engagement (ROE) to unilateral US ROE). Further, since joint warfighting proficiency can degrade during peace operations, commanders should program joint training and resources to restore a warfighting readiness posture following a peace operation.

c. <u>Joint Training for Forward-Deployed and Forward-Stationed Forces</u>. Forward-deployed or forward-stationed US forces deter aggression, demonstrate US commitment to allies and friends, underwrite regional stability, and provide initial capabilities for timely response to crises. Whenever possible, training objectives will focus on the respective command's JMETL, while overall exercise objectives could include integration of multinational forces. Joint training for forward-deployed units should be designed to gain familiarity with overseas operating environments and promote interoperabilty among friendly forces.

> *Forward-deployed and forward-stationed forces focus joint training on . . .*
> *. . . command JMETL*
> *. . . gaining familiarity with overseas operating environments,*
> *. . . interoperabilty among friendly forces.*

(1) As a rule, the combatant commander's exercise program should take full advantage of forward-stationed and rotational forward-deployed forces. To best focus resources, every effort should be made (with a goal of at least 18 months in advance) to coordinate joint exercises with organic or rotational units. The Service OPTEMPO/PERSTEMPO standards should be applied. Additionally, as force structure declines, combatant commanders must take advantage of the full spectrum of force deployment options to maintain highly visible and effective military presence and not rely exclusively on joint exercises. Moreover, joint forces participating in multinational exercises will structure their training objectives that may be transparent to multinational partners to meet JMETL requirements, whenever possible.

(2)   Interface with multinational and/or allied staffs during training and exercise events is strongly encouraged.   Integration and coordination of multinational staffs will be stressed whenever feasible.

(3)   The Partnership for Peace (PFP) program provides NATO with a new basis for responding to post-Cold War security challenges.   Through this initiative, NATO and its partners are forging new security relationships and increasing interoperability across a range of multilateral missions, including search and rescue operations, humanitarian assistance, peace operations, and other activities.   To this end, NATO will continue to conduct PFP exercises.   Consolidation of exercises among multinational participants to reduce OPTEMPO for US forces is encouraged.

d.   Joint Training of CONUS Forces

(1)   USACOM and USPACOM are responsible for the joint training of their assigned CONUS-based forces and should focus

> *USACOM is responsible for the joint training of assigned CONUS-based forces and should focus on those joint tasks and units not trained by geographic commands.*

on common operational joint tasks.   As the CJCS Executive Agent, USACOM is also responsible for those joint tasks and units not trained by other geographic commands.   For deconfliction purposes, USPACOM will collaborate with USACOM to coordinate training of USPACOM's assigned CONUS-based forces. The long-range goal is to ensure that CONUS-based forces of the future have a higher level of joint capability than currently exists.   Through close coordination of requirements and training events, the joint operational capabilities of these forces will be more closely aligned with the actual requirements of the supported commands.   USACOM will focus training to support their respective JMETL as well as train personnel on joint operational tasks common to all geographic commands.   The goal is to prepare individuals to be effective, experienced members of potential joint task forces (JTFs).

(2)   USSOCOM, as the SOF integrator, is responsible for joint training of assigned CONUS-based SOF forces. Similar to USACOM, USSOCOM will concentrate on common training requirements for special forces.   Other supporting commands with assigned CONUS forces will focus joint training on the highest priority supported command requirements.

(3)   In order to optimize the joint training achieved and reduce wear and tear on personnel and equipment, commanders will make every effort to consolidate and synchronize exercises to better use scarce training

resources (dollars, transportation, forces, and time). Service component exercises should be integrated and synchronized under approved joint doctrinal command structures to maximize training, whenever possible.

e. **Commanders' Responsibilities for Training**. The selection and documentation of tasks, conditions, and standards and the concept of employment of forces are functions of the combatant

> *Commander involvement is critical for developing a requirements-based joint training program.*

commands, their operational joint force commanders, and the functional joint force component commanders. Commander involvement is critical for developing a requirements-based joint training program. Once clear requirements are defined, a training program can be developed to ensure forces are trained, exercised, and assessed in their ability to perform required tasks. Developing a training event or scheduling an exercise without a JMETL linkage may result in unfocused and potentially wasteful expenditure of scarce resources.

f. **Commanders' Training Assessments**. Commanders should communicate their training requirements to subordinate commanders through the JMETL process. Assessments of training readiness (i.e., subordinate commander's ability to meet

> *Commander assessments of training readiness should be conducted often enough to redirect and refocus activities to correct deficiencies within the current training cycle.*

joint requirements) should be conducted often enough to maintain proficiency and redirect activities to correct deficiencies within the current training cycle. If remedies to correct a readiness degradation are required, the shortfall should be identified within the Joint Monthly Readiness Report (JMRR) and addressed as a Remedial Action Project (RAP).

2. **CJCS Commended Training Issues (CCTIs)**. CCTIs are special-interest items developed from all-source lessons learned, readiness reports, and operational assessments. These issues are incorporated into the JTMP to ensure appropriate visibility by the combatant commands in developing their joint training plans (JTPs). Each command's joint exercise and training planner should consider CCTIs for special emphasis in the upcoming training cycle. Moreover, each command should assess the prescribed CCTIs in relation to their theater conditions as a key joint training readiness indicator.

a. **Issues for Immediate Action**. The following issues have been identified to the CJCS as shortfalls based on operational assessments or through the CJCS Remedial Action Program:

(1) <u>96-1--Combat Identification</u>.   As part of the CJCS corrective actions resulting from the accidental shoot down of Army UH-60s in Operation PROVIDE COMFORT, the Services and CINCs are directed to reemphasize training in the operation of our electronic identification systems and in the limitation of these systems.   The ultimate objective of this training should be to prevent fratricide. (Operation PROVIDE COMFORT Assessment Report; UJTL V2.1 task OP 6.2.4--Provide Positive Identification of Friendly Operational Forces; Joint Pub 3-56.1, "Command and Control for Joint Air Operations.")

(2) <u>96-2--JTF Commander and Staff Training</u>.   Worldwide taskings have resulted in the formation of numerous JTFs. These JTFs have been designed to complete a wide range of missions from disaster relief to full-scale combat operations.   In all cases the level of JTF staff training directly influenced the success of the joint operation. USACOM has been tasked via DPG to produce a JTF staff training program NLT fall 1995.   Once this program is developed and coordinated with supported commands, the CINCs, JWFC, and Services are directed to focus organic resources to implement a standardized JTF staff training program over the next training cycle and provide feedback to USACOM to improve the program, as required. (CJCS RAP #0726; JULLS #22155-85983; UJTL tasks ST 7.1.3--Tailor Joint Forces for Deployment, OP 5.5--Establish a Joint Force; Joint Pub 5-00.2, "JTF Planning.")

(3) <u>96-3--Command and Control of Joint Air Operations</u>. Due to the complexities of conducting joint air operations in support of varying warfighting and MOOTW missions, joint air operations must be exercised under conditions that best replicate the operating environment. For example, Operation DENY FLIGHT air missions were flown under multinational command arrangements.   Further, as joint doctrine was tested within joint exercises, a sea-based JFACC capability that guided small-scale to medium-scale joint air operations was clearly demonstrated.   The tasks and processes for executing a sea-based versus land-based JFACC were similar; however, given the different conditions, coordinating large air operations from JFACC afloat had some limitations.   Joint commanders will define the theater conditions for optimum command and control of joint air operations and exercise them as soon and often as feasible.   (Operation DENY FLIGHT Assessment Report; UJTL tasks OP 1.5.3--Gain and Maintain Air Superiority in JOA, OP 3.1.2--Allocate Joint and Multinational Firepower Resources, OP 6.1.3--Provide Airspace Control; Joint Pub 3-56.1, "Command and Control of Joint Air Operations.")

b. <u>Issues for Ongoing Action</u>. To improve long-term interoperability and enhance jointness, the following issues are commended to focus on a joint vision. Many of these issues are based on emerging joint doctrine or JTTP, reported readiness shortfalls within the JMRR, and/or Joint Warfighting Capability Assessment (JWCA) recommendations. As doctrine matures, it is the commander's responsibility to ensure joint procedures are understood, tested, and exercised. Further, commanders should attempt to program training to support the two simultaneous MRC scenario and test OPLAN support capabilities. Specifically, the following issues should be addressed:

(1) <u>96-4--Theater Missile Defense</u> (UJTL task ST 6.1.5--Provide Theater Missile Defense; Joint Pub 3-01.5, "Theater Missile Defense").

(2) <u>96-5--C2W/Information Warfare</u> (UJTL task ST 5.5--Employ Theater-wide C2W; Joint Pub 3-13, "C2W").

(3) <u>96-6--Fire Support Coordination</u> (UJTL tasks ST 3.2.3--Integrate Theater Strategic Fire-power, OP 3.2.6--Provide Firepower in Support of Operational Maneuver; Joint Pub 3-09, "Fire Support").

```
 CJCS COMMENDED TRAINING ISSUES

IMMEDIATE ACTION
     COMBAT IDENTIFICATION
     JTF COMMANDER & STAFF
TRAINING
     C2 OF JOINT AIR OPERATIONS

ONGOING  ACTION
     THEATER MISSILE DEFENSE
     C2W/INFORMATION WARFARE
     FIRE SUPPORT COORDINATION
     NBC DEFENSE
     ISR SUPPORT TO OPERATIONS
     STRATEGIC MOBILITY
     MEDICAL SUPPORT
     INTERFACE BETWEEN COMMANDS
```

(4) <u>96-7--NBC Defense</u> (UJTL task ST 6.2.7--Establish NBC Protection in Theater; Joint Pub 3-11, "NBC Defense").

(5) <u>96-8--Joint Intelligence, Surveillance, and Reconnaissance (ISR) Support to Operations</u> (UJTL tasks ST 2--Develop Theater Strategic Intelligence, ST 2.2.3--Provide for Theater Strategic Reconnaissance and Surveillance; Joint Pub 2-01, "Joint Intelligence Support to Operations").

(6) <u>96-9--Strategic Mobility</u> (UJTL tasks SN 1.2--Conduct Deployment and Redeployment, ST 1.4--Enhance Strategic Mobility; Joint Pub 4-01, "Defense Transportation System").

(7) <u>96-10--Medical Support to Joint Operations</u> (UJTL tasks OP 4.4.3--Provide Health Services in Theater of Operations, OP 4.5.3--Establish Evacuation Policy for Theater of Operations; Joint Pub 4-02, "Health Support").

(8) <u>96-11--Interface Between Commands</u>. The interface between supported and supporting commands should be identified and exercised often within the supported command's exercise program. Moreover, command transition and contingency disengagement procedures between US unit commanders as well as between US and UN commanders should be practiced (UJTL tasks ST 1.3.4--Integrate Direct Action in Theater, ST 6.1.3--Provide Space Support Requirements, ST 7.1.4--Determine Forces and Cargo to be Deployed or Redeployed, OP 5.5.5--Establish Command Transition Criteria and Procedures; Joint Pub 0-2, "UNAAF").

3. <u>Programming Guidance</u>. Specific programmatic guidance is contained in the most recent DPG. Readiness and sustainability remain the highest resource priorities of the Department of Defense and constitute the two most

> *Readiness and sustainability remain the highest resource priorities of the Department of Defense and constitute the two most essential components of near-term military preparedness.*

essential components of military preparedness. They are critical to the successful execution of US defense strategy. Quality personnel, training, and equipment maintenance all are aspects of overall readiness posture. While reductions in force structure could result from increased capability achieved through investment, doctrinal innovation, or alternative organizational approaches, proposed changes must be evaluated against the broad requirements of the defense strategy. The DPG also provides the following high-level training guidance:

a. <u>Science and Technology (S&T) Strategy</u>. S&T strategy emphasizes those technologies that provide future joint warfighting capabilities and gives highest priority to those that have the greatest potential to increase military capability, improve readiness, or reduce costs. In particular, commanders should attempt to lower the amount of training required to operate and support military systems and exploit modeling and simulation technology to improve analysis and force training and test operational concepts. As part of this strategy, Services should support validated joint simulation initiatives.

b. <u>Illustrated Planning Scenarios (IPS)</u>. For resource planning purposes, Service components should maintain appropriate levels of manning, training, and equipment procurement, distribution, and maintenance (to include deploying combat units and their support and deployable emergency essential civilians) for the most demanding deployment schedules described in the IPS.

c. <u>FY 1998 POM Guidance</u>. Program training levels no lower than funded in FY 1996 President's Budget. Specifically, minimize redundancy in training to support effectiveness in the face of downsizing (e.g., Service support of the Inter-Service Training Review Organization initiatives). Where possible, consolidate and synchronize exercises to enhance joint training. Finally, all combatant commanders and Service components should base joint training requirements on JMETL derived from missions assigned to combatant commanders.

> *FY 1998 POM GUIDANCE*
> *. . . minimize redundancy in training to support effectiveness in the face of downsizing.*
> *. . .consolidate and synchronize exercises to enhance joint training.*

SECTION III

JOINT TRAINING SYSTEM
INSTALLATION PLAN

1. The Joint Training System. The JTMP details the installation strategy to emplace the joint training system as described in reference a.   This system defines a multi-step approach to identify requirements, develop plans, execute, and assess joint training events (see Figure 1 for system components). The first step is to identify the joint training requirements. Next is to develop the combatant command's joint training plans that are consolidated and published within a single document--the CJCS Joint Training Master Schedule (JTMS)--reference e.   These programs are then executed and the results assessed by the respective commands. Finally, strengths and shortcomings are documented and recommendations are advanced to enhance the subsequent year's training programs.
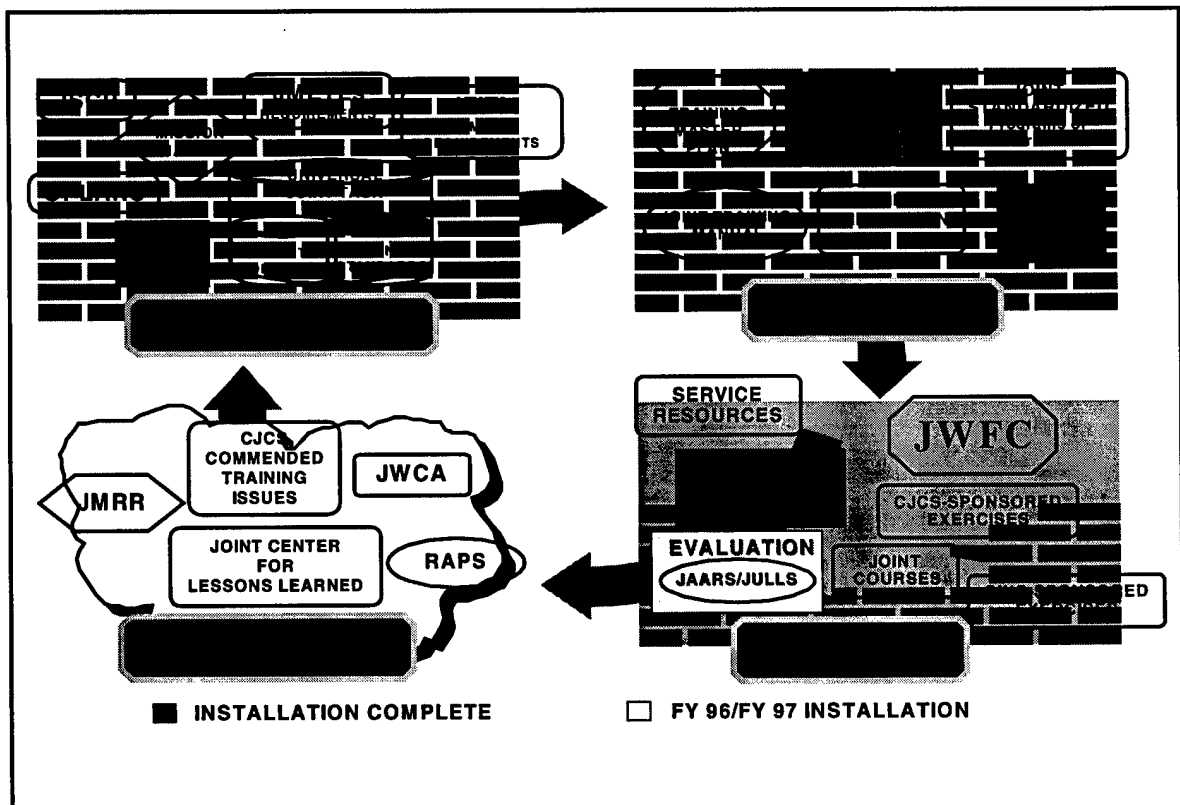
Figure 1. Joint Training System Key Components

2. System Installation Strategy.   The means to implement the policy, and ultimately to institutionalize a "mission-to-task"

(requirements-based) training system, are evolving. Based on the findings of the CJCS Joint Training Review in 1992, this master plan details a time-phased, sequential strategy to interconnect the means to the ends. The goal is to fully install the key components (see Figure 1) by FY 1998. Consequently, the following four-phased strategy (see Figure 2) will be reflected in this plan: Phase I--Requirements Development Phase--designed to define the tools and the iterative process needed by combatant commands to state requirements; Phase II--Implementation Phase-- institutionalizes the methodology to align requirements with joint training plans and programs; Phase III--Execution Support Phase--emplaces the needed infrastructure and tools to facilitate the desired level of training and evaluation of individual training events; and Phase IV--Assessment Phase--designed to align ongoing assessment programs to a task-based architecture. To date, work has been primarily focused on the requirements development phase. The FY 1996 focus will concentrate on implementation, FY 1997 on assessments.

| FY92 | FY93 | FY94 | FY95 | FY96 | FY97 | FY98 | FY99 | FY00 |

JTMP 96 JTMP 98   JTMP 00   JTMP 02

DESERT STORM
AAR
PHASE I

PHASE

REQUIREMENTS-
BASED
EXERCISES
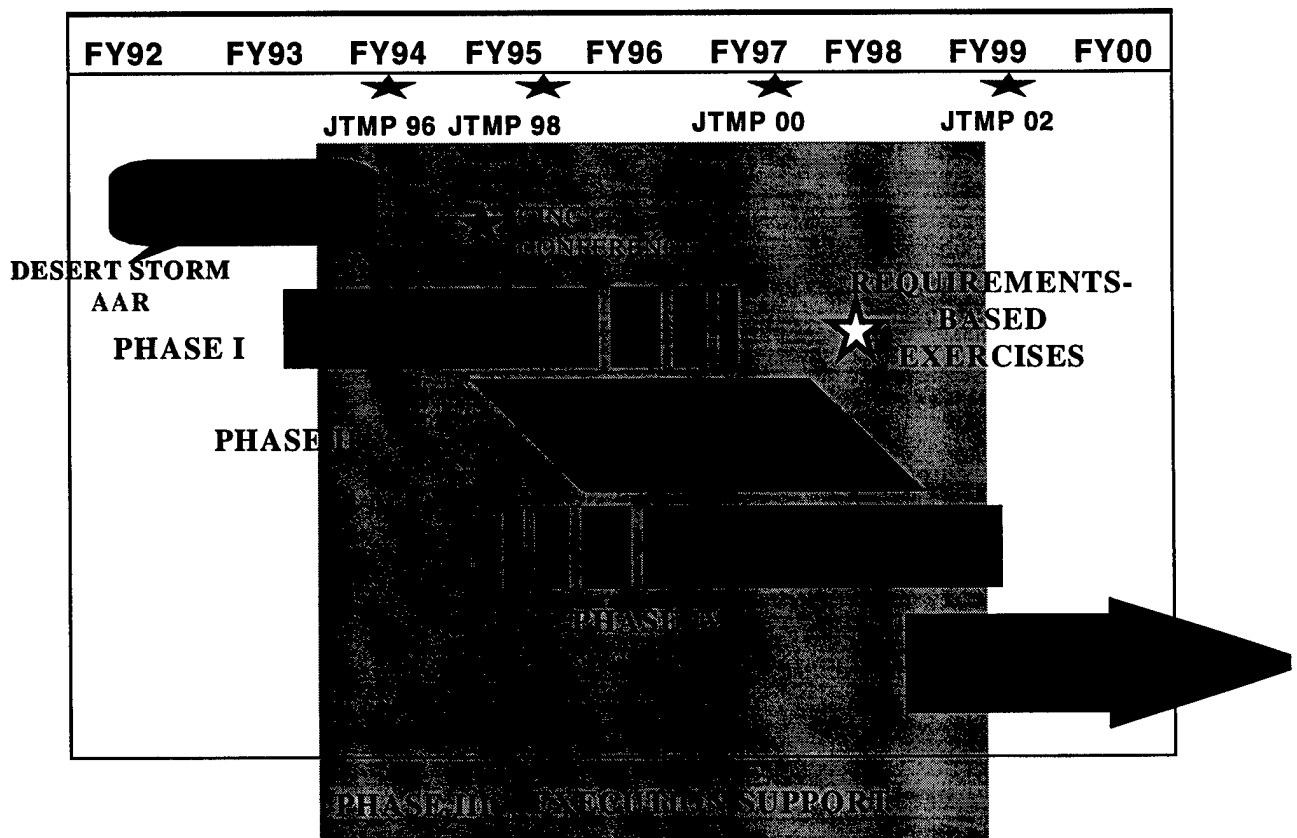
Figure 2: System Installation Strategy

13

3.   Phase   I--Requirements
Development Phase. The purpose
of this phase is to install the
methodology   and   tools   to

translate missions to tasks. The mission-to-task joint training
system revolves around clear statements of requirements normally
stated independent of the means or force structure required. The
joint training requirements generation process uses three major
inputs: command-assigned missions and mission analysis, joint
doctrine, and the UJTL as an interoperability tool. The end
product is the command JMETL.

   a. Linkage to the Joint Strategic Planning System. The JSCP
   and OPLAN revision cycles should form the basis for the
   command JMETL.   Consequently, the selection of mission
   essential tasks and associated conditions and standards is
   directly dependent on the mission, commander's intent,
   concept of operations, and objectives derived in the planning
   process.

   b.   Joint Doctrine and Joint Tactics, Techniques, and
   Procedures (JTTP). A combatant command's JMETL defines WHAT
   must be trained to accomplish assigned missions.   Doctrine
   and JTTP describe HOW to accomplish these tasks.   The
   application of appropriate joint doctrine and JTTP to the
   selected joint mission essential or supporting tasks is a
   critical step in defining an operational capability
   requirement. Where no joint doctrine exists, the commander
   must implement either 1) the best available Service doctrine,
   2) evolving joint doctrine and
   concepts, and/or 3) personal
   experience.   Once this step is
   completed,   the   commanders
   determine   the   joint   training
   activities or events best suited
   to meet those requirements.

   c.   JMETL.   The   combatant
   command joint training plans and exercise programs will fully
   incorporate the command JMETL (tasks, conditions, and
   standards). An iterative process based on mission analysis,
   the JMETL is built by selecting tasks from the UJTL that are
   determined to be essential to the accomplishment of assigned
   missions.   The JMETL is periodically reviewed to reflect
   changes in commander's intent and adjustments to theater
   strategy or missions.

   d.   Action Plan. Figure 3 illustrates the plan to install
   joint tasks, conditions, and standards as a means to define
   training requirements. The process to identify common joint
   tasks versus unique command tasks is also integrated.
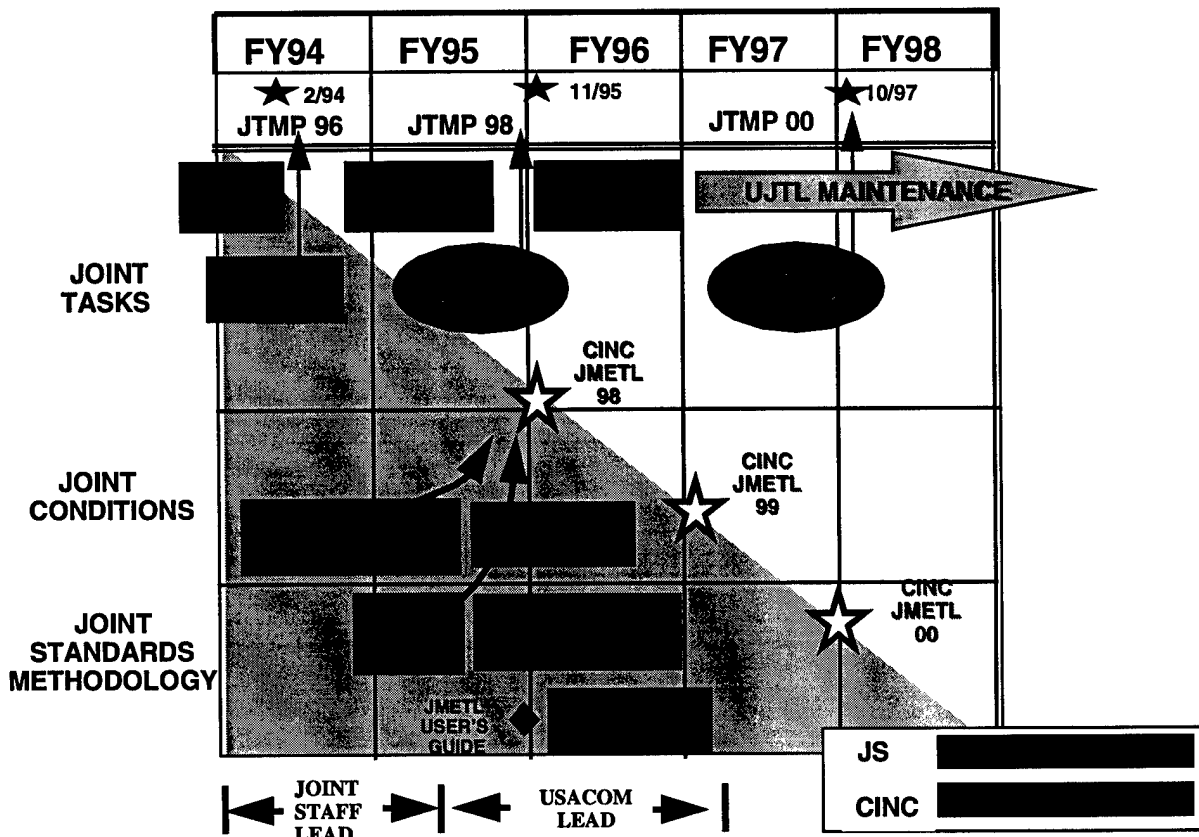
Figure 3.   Phase I--Requirements Development

(1)   <u>UJTL V2.1--Refined Tasks and Added Conditions</u>.
Published 15 May 1995 by the Joint Staff this version
provided a categorized list of possible conditions for
each task and introduced a methodology for establishing
joint standards.

(2)   <u>UJTL V3.0--Adds Measures to the Common Methodology
for Setting Standards</u>.   The initial prototype joint
measures were provided in September 1995.   The format and
rules for auditing the measures of performance and
publishing them into UJTL v3.0 are being coordinated by
the Joint Staff.   Comments on measures should be formally
submitted to the Joint Staff NLT 15 January 1996.
Recommendations   for   additions,   deletions,   or
modifications of tasks or conditions may be made to the
JWFC prior to January 1996.   The Joint Staff will
consolidate all inputs (adjusted tasks, conditions, and
measures) and release UJTL v3.0 for comment NLT 15 May
1996.   The Joint Staff expects final publication by
August 1996.

(3)   <u>Test Prototype Standards</u>.   Each combatant command
should select at least one exercise to operationally test

the joint standards selection and assessment methodology. The CJCS-sponsored exercises will incorporate the JTMP prescribed training system in the FY 1996/1997 exercise cycle. Candidate exercises should be communicated to the Joint Staff NLT December 1995.

(4) <u>Joint Doctrine Interface</u>. The JWFC will continue to "tag" joint doctrine publications to the UJTL. This administrative procedure should help focus exercise planners and evaluators. Moreover, the most current UJTL with associated doctrinal references is maintained on the Joint Electronic Library (JEL).

(5) <u>JMETL Supporting Tasks</u>. Based on mission analysis, supporting tasks are identified by staff sections and subordinate elements. Supporting tasks for a Joint Force command are performed by subordinate elements of the command that directly contribute to mission accomplishment, but are not designated as command JMETL. Such supporting tasks may be designated as JMETL by the subordinate commands and approved by the joint force commander. Conditions and standards for these tasks are also derived by the supporting component and approved by the joint force commander. The combatant commands will identify JMETL supporting tasks and include them in the March 1996 JTP.
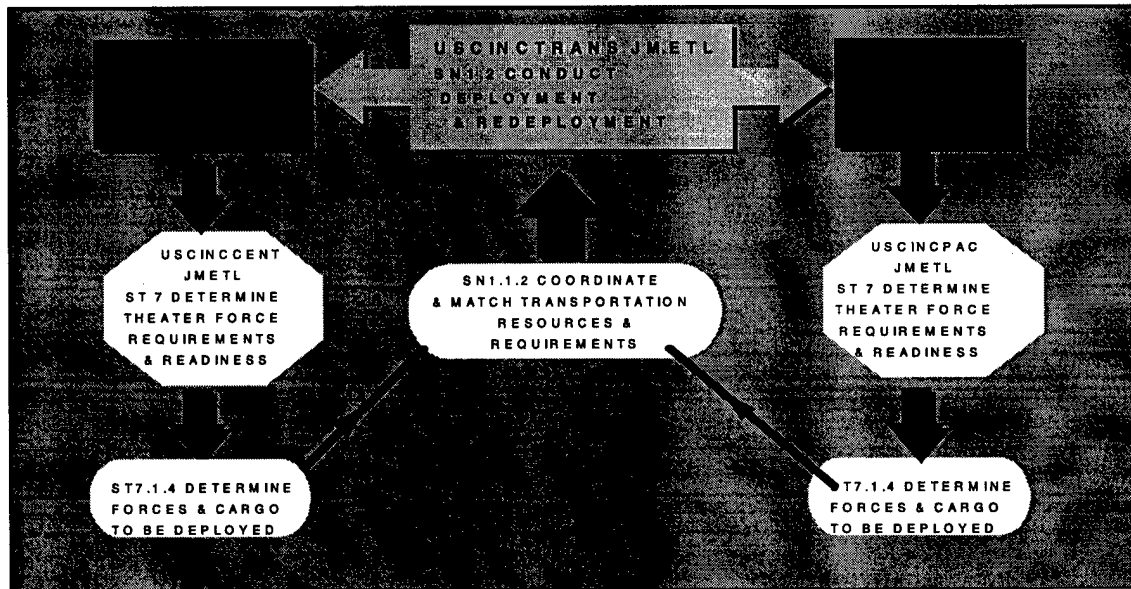
Figure 4.   Command-Linked Tasks—Example

e.   <u>Common Joint Tasks (see Appendix A)</u>

(1) <u>Command-Linked Tasks</u>. These tasks (see Figure 4) depict the interfaces between supported and supporting commands. Command-linked tasks are performed by supported commands and are key to the accomplishment of supporting command or agency JMETs. Conditions and standards for these tasks are mutually derived between supported and supporting commands or agencies. Each combatant command will identify command-linked tasks and include them in their March 1996 JTP.

(2) <u>Common Operational Joint Tasks, Conditions, and Standards</u>. Concurrent with the approval of each command's JMETL, USACOM will, with the assistance of the supported CINCs, the Joint Staff, and JWFC, develop the Joint Force Integrator Task List (JFITL). The JFITL, a description of core operational joint capabilities, should reflect common tasks, conditions, and standards. JFITL 98 is included (tasks only) at Appendix A. JFITL 99, to be published September 1996, will include common operational joint tasks, conditions, and standards. Moreover, if joint force commanders reach consensus on common standards beyond those stated in existing joint doctrine, the standards should be embedded into joint doctrine or JTTP at the earliest opportunity and exercised often.

(3) <u>Component Interoperability Tasks</u>. These tasks (see Figure 5) are performed by more than one Service component to meet the mission derived conditions and approved standards of multiple supported and/or supporting commands. These requirements will be addressed by combatant commands, in coordination with respective Service components, to facilitate scheduling and improve focus on joint and/or Service doctrine. The Joint Staff, in collaboration with the Services, will identify these tasks in order to better align the UJTL with Service tactical task lists.
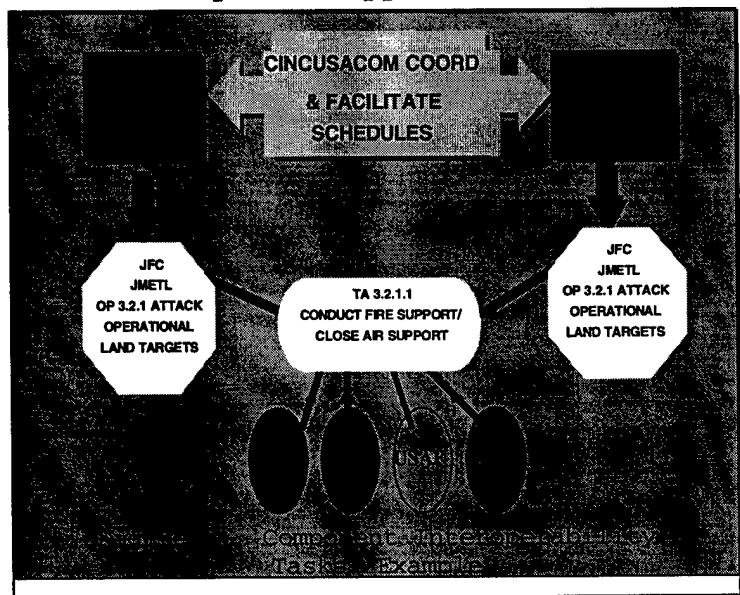
f. <u>Linkage Between Joint Training and Joint Professional Military Education (JPME)</u>. Close cooperation between joint training and education is required to focus effort on common

goals, reduce redundancy, and provide the best product for combatant commanders. The UJTL will be used as an interoperability tool between joint education and training. Graduates of joint specialty officer qualifying institutions require the understanding of the UJTL and the joint training system to effectively accomplish joint training requirements and combatant commander missions.

4. Phase II--Implementation Phase--Align Requirements With Joint Training Plans. As command requirements are approved and training readiness assessed, joint training plans and exercise programs are refined and published to address the JMETL requirements. Since prior year plans and programs may not reflect current command JMETL, future plans must be aligned to the requirement base emerging from Phase I. Ongoing readiness assessments may also be used to modify or adjust training requirements. This section of the JTMP describes required training plans and outlines the strategy for installing requirements-based plans and programs by FY 1998. (See Figure 6.)
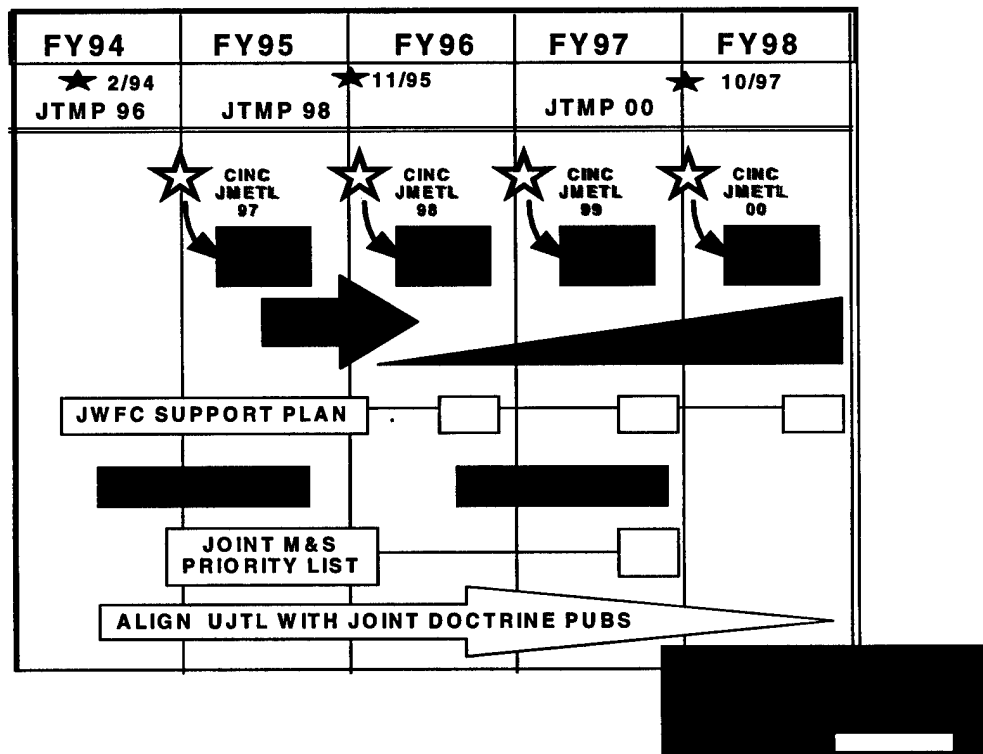
Figure 6. Phase II--Implementation Phase

a. <u>Training Plans--General</u>. Once the commander's training guidance and the command JMETL are developed, the staffs of the joint and component commanders must determine the joint training needed to ensure that the available training resources are properly focused to meet the readiness requirements for assigned missions. Analysis of the joint tasks, as well as identification of who must perform the tasks, identifies the target audience for joint training events. Joint training must be developed and provided in an efficient and balanced manner and should include joint academics, seminars, war games, computer-assisted exercises (CAX), command post exercises (CPXs), field training exercises (FTXs), as well as rehearsals. The mix will vary depending on the task, but cost-effectiveness criteria suggest uses for each of these methods across the spectrum of joint training. Further, these tools must be carefully matched to the selected training audience.

b. <u>Joint Training Master Plan</u>. Published biannually in October by the Joint Staff, the JTMP communicates the CJCS guidance, iden-tifies common require-ments, and provides milestones for the long-range development of joint training plans and tools. Currently, the JTMP also includes the strategy for installing the joint training

JTMP Milestones
JTMP 98, published December 1995, will include: <u>*1*</u>. *Common joint tasks.*   <u>*2*</u>. *JWFC joint training support plan.*   <u>*3*</u>. *Execution guidance for FY 1997.*   <u>*4*</u>. *Broad programming guidance for FY 1998-1999.*   <u>*5*</u>. *Planning guidance for FY 2000-2003.*   *JTMP 00, published October 1997, will include:*   <u>*1*</u>. *Common joint tasks, conditions and standards.*   <u>*2*</u>. *Execution guidance for FY 1999.*   <u>*3*</u>. *Broad programming guidance for FY 2000-2001.*   <u>*4*</u>. *Planning guidance for FY 2002-2005.*   <u>*5*</u>. *The initial combatant command exercise priority list derived from the March 1997 JTPs.*

system. After instal-lation is complete, the JTMP will evolve to a vehicle to communicate CJCS guidance and commended training issues as well as to resolve resource conflicts.

c. <u>CJCS-Sponsored Exercise Program (CSEP)</u>

(1) The CJCS has focused the CSEP on the plans, policies, procedures, and training to ensure effective strategic direction and integration of US and coalition military forces worldwide. CJCS-sponsored exercises will focus on two legs of the National Military Strategy: 1) Fight to Win and 2) Deterrence and Conflict Prevention. This program is designed to anticipate and adaptively respond to the current political situation, force structure changes,

19

anticipated budget reductions, increased coalition operations, and a growing number of nontraditional missions. The CJCS JMETL to support the CSEP is at Appendix B.

(2)   In the absence of a national-level interagency exercise program, the CSEP provides a baseline series of exercises that other government departments and agencies outside DOD can use to support interagency coordination and training. When feasible and appropriate, all organizations subject to this CJCSI are encouraged to include interagency participation in their exercises as well as to participate in exercises of other government departments and agencies outside DOD.

(3)   The CSEP will span a 24-month recurring cycle. Each exercise will address one or more major phases of joint operations: mobilization, deployment, employment, sustainment, or crisis termination. Four different types of exercises are included in the program:

(a) The POSITIVE FORCE series consists of large, worldwide exercises that focus on DOD's ability to conduct large-scale military operations and to coordinate these operations among NCA, CINCs, Services, and Defense agencies. In addition, interagency participation outside DOD is highly encouraged. Normally, only one POSITIVE FORCE exercise will be conducted each year.

A NOMINAL 24-MONTH CSEP CYCLE WILL INCLUDE:		
EXERCISE TYPE	NORMAL DURATION	FREQUENCY
POSITIVE FORCE SERIES	7-15 DAYS	1-2 PER CYCLE
POSITIVE RESPONSE SERIES	1-5 DAYS	6-10 PER CYCLE
THE ELIGIBLE RECEIVER SERIES (NIEX)	3-7 DAYS	4 PER CYCLE
NATO CRISIS MANAGEMENT EXERCISE	5-10 DAYS	2 PER CYCLE

(b)   The POSITIVE RESPONSE exercise series is limited objective joint training with two main purposes: 1) preparation and support for a large scale POSITIVE FORCE exercises, or 2) stand-alone events designed to focus on a specific issue or system. The flexible format can include mini-CPXs, seminars, symposiums, and tabletop war games. Normally, three to five POSITIVE RESPONSE exercises are conducted each year.

(c) No-notice interoperability exercises (NIEXs) (the ELIGIBLE RECEIVER series) support crisis planning procedures and focus on interoperability and C4I issues in a short-fused, crisis response environment. ELIGIBLE RECEIVER exercise planning is very close hold to optimize realistic training. Normally, one to two NIEXs are conducted each year.

(d) NATO Crisis Management Exercises are conducted annually and are designed to practice and test procedures for NATO crisis management response with emphasis on response options, the NATO Precautionary System, and the generation of forces with associated rules of engagement.

(4) The Joint Staff will continue to work with combatant commands, Services, and other agencies where appropriate to exercise and train to its JMETL tasks. These exercises include DNA nuclear weapons accident and/or incident exercises, Federal Emergency Management Agency disaster exercises, and other CINC and Service exercises where appropriate and where resources permit. NCA tasks will be integrated into these exercises as a vehicle to accomplish national exercise objectives and to provide an NCA-type decision-making forum currently missing from these exercises.

d. <u>CJCS Joint Training Master Schedule</u>. Developed and updated annually by the Joint Staff, this document integrates the CJCS and specified agency exercise support with the schedule of the CINC-sponsored exercises. The CJCS JTMS includes, as a minimum, deconflicted exercise summaries for the execution year as well as proposed summaries for the following 5 years.

e. <u>Combatant Command's Joint Training Plans</u>

(1) <u>General.</u> The CINC JTP is the primary vehicle for communicating combatant commander joint training guidance to subordinate and supporting commands. Updated annually in March, the command JTP should define the theater, joint and component interoperability training requirements, based on JMETL, and the most cost-effective program for meeting those requirements. Supported command's JTPs will be coordinated with supporting commands and Service components prior to publication.

(2) <u>CINC JTP Milestones.</u> Exercise schedules for FY 1996 and FY 1997 are firm. Adjustments on the margins, given adequate justification, may be made on a case-by-case basis based on command assessments and/or schedule

adjustments that reflect impacts of real-world operations. Joint training objectives, to be accomplished within FY 1996 and FY 1997 exercises, can be adjusted based on commander training assessments. The FY 1998 exercise and training program should focus on planning joint training events that directly support command JMETL. Further, the CINC JTPs should address CCTIs, where applicable.

(a) USACOM will develop a joint training plan for the joint training of common joint operational tasks as well as the training and rehearsal of forces for theater-specific operations. These tasks make up the JFITL and are coordinated by all the supported commands--see Appendix A. Common joint tasks will be given resource priority; thus, key to this process is for each supported command to ensure the clear and complete definition of their JMETL, associated sup- porting tasks, and component JMETL.

> *CINC JTP MILESTONES*
>
> *1. JTP submission to Joint Staff based on tasks, conditions, and standards--include supporting and command-linked tasks and untrained task assessment...March 1996.*
>
> *2. JFITL based on common tasks, conditions, and standards.....................................September 1996.*
>
> *3. FY 1998 Exercise Schedule (EXSCHED) due (reflecting Mar 96 JMETL)............... December 1996.*

(b) In an effort to better focus scarce resources against priority requirements, the CINC JTP will eventually include a command joint training priority scheme that highlights joint training emphasis areas. CINC-sponsored exercises will also be categorized to balance regional engagement and joint training objectives. Procedures for deriving this submission will be published in the joint training manual after combatant command concurrence.

JOINT EXERCISE AND TRAINING CATEGORIES	
TIER VI	*INTERAGENCY/INTERGOVERNMENTAL TRAINING*
TIER V	*JOINT/MULTINATIONAL TRAINING*
TIER IV	*US/MULTINATIONAL INTEROPERABILITY TRAINING*
TIER III	*US JOINT TRAINING*
TIER II	*US COMPONENT INTEROPERABILITY TRAINING*
TIER I	*US SERVICE TRAINING*

(3) Concurrent Scheduling. USACOM will continue to refine a common format for display of its Service component exercise schedules for joint training plan purposes, to include SIOP support. The visibility of scheduled component major exercises, once defined in

terms of joint tasks described in a common language, will afford the opportunity to identify and possibly align Service component exercises for the accomplishment of JMET training.

(4) <u>USACOM Relationship With the JWFC</u>. Both USACOM and JWFC must coordinate their efforts to optimize support to geographic CINCs. JWFC's focus should be as a joint doctrine and support agent for joint exercises and training execution, and USACOM should focus on conducting high-value added joint training. To facilitate their interrelationship, a structured memorandum of understanding (MOU), aligned to the FY 1998 CJCS exercise program, should be written. JWFC will submit the MOU to Joint Staff NLT July 1996.

f.   <u>Component Training Plans</u>.   As the combatant commands promulgate their JTPs, the Service components will be able to assess status of training and select tasks for their individual and unit training programs that support the guidance of their respective joint force commander(s).   As always, the foundation of our military is the readiness and capability of the individuals and units trained, organized, and equipped by the Services.   Aligning the Service mission essential tasks with the JMETL and gaining subsequent combatant command approval should foster a more efficient and cost-effective measure of the training received and the subsequent contribution toward readiness.   Instead of soldiers, sailors, airmen, and Marines effectively stopping their individual and unit training in order to participate in a joint exercise, many of the Service requirements can be incorporated, through effective planning, into CINC-sponsored joint events.

g.   <u>Joint Organizations' and Defense Agencies' Support Plans</u>. There are currently several organizations that provide support for joint exercises.   They include the Joint Command and Control Warfare Center (JC2WC), the Joint Tactical Air Operations Group (JTAO), the Joint Communications Support Element (JCSE), and the Joint Military Intelligence Training Center (JMITC).   Likewise, Defense agencies (DIA, DLA, DISA, DMA, DNA, etc.) are integral to the joint exercise program. Their participation in the CINC- and CJCS-sponsored joint exercises is scheduled and published in the CJCS JTMS.   Joint organizations and agencies must develop a customer-based plan

detailing their training objectives to meet specific JMETL training requirements. Accordingly, exercise participation by joint organizations and agencies should be scheduled and published within the respective supported command's JTPs.

h. Supporting Commands and Services

(a) To completely address supported commands' requirements, supporting commands and Services will base their resource allocation on the supported command-derived mission essential task list. Tasks highlighted by the supported commander to improve readiness posture should be given priority. As the definition of specific combatant command requirements matures, a refined prioritization process will evolve. Until this definition exists, the CJCS will assist in the resolution of resource conflicts, as required.

(b) To facilitate the linkage between Service training and joint training, the Services will publish a tactical task list to complement the UJTL. The tactical task list should compile specific tasks that enable the accomplishment of the respective unit's mission on the battlefield. These lists should be architecturally linked to the UJTL to provide a common language for cross-referencing Service tactical tasks to joint

operational and strategic level tasks. The milestones for development should coincide with UJTL V3.0 release.

i. <u>Joint Training System Support Teams (JTSST)</u>. Focused on improving efficiencies, the JWFC will offer joint force commanders mobile JTSSTs to aid in developing their JTPs. A JTSST can be tailored to the needs of the respective command, but two basic support packages are available. The JTSST visit schedule is included in the JWFC support plan at Appendix C.

JTSST A: Provides mission focused briefings on Joint doctrine and JTTP and emerging doctrine, lessons learned based on issue analysis, AARs, M&S initiatives, and latest advances in training techniques. These teams can also provide JULLS and JEMP training.

JTSST B: This package refines JMETL development and assists commanders in constructing their joint training plans.

---

j. <u>Joint Training Simulation Plan</u>. JWFC will develop the process for consolidating the joint operational M&S requirements of the combatant commands and Services. JWFC will submit an M&S priority list to the Joint Staff that defines operational M&S requirements based on JMETL and JFITL tasks. Target date for completion of requirements-based priority list is December 1995. This list should be revised again in November 1996 to reflect the JSIMS operational requirements. Initial input will be provided to the Joint Staff to meet milestones of the FY 1998-2003 POM development. Further, the Joint Staff J-7, collaborating with J-8, will coordinate with the OSD Defense Modeling and Simulations Office on the policy and procedures for addressing joint M&S technical requirements.

5. <u>Phase III--Execution Support Phase</u>. The infrastructure to support a joint training system and CJCS- and CINC-sponsored exercises is the focus of this phase of the installation strategy. Both collective training events and individual academic training (joint courses) contribute to the personnel "train-up" process in preparation for joint operations. Moreover, standardized training development tools and automated products (e.g., joint programs of instruction) assist trainers in executing JMETL-based training events. Commanders are then responsible to systematically evaluate each training event to determine the level of training proficiency for each JMET stated as a training objective. The products of this phase are the Joint After Action Report (JAAR) and Joint Universal Lessons Learned (JULL). Ultimately, joint training depends on the conduct

25

of exercises or other training events. Most of these activities fall under the CJCS Exercise Program consisting of (1) those activities sponsored by the Chairman of the Joint Chiefs of Staff and (2) those sponsored by the individual combatant commanders. These two categories can be further divided into subcategories of exercises depending on size, political sensitivities, and actual training venues. In addition, the JWFC and Joint Staff directorates may, if requested, provide assistance to the combatant commanders in evaluating their joint training events through the after-action review process. Figure 7 depicts the strategy for this phase.
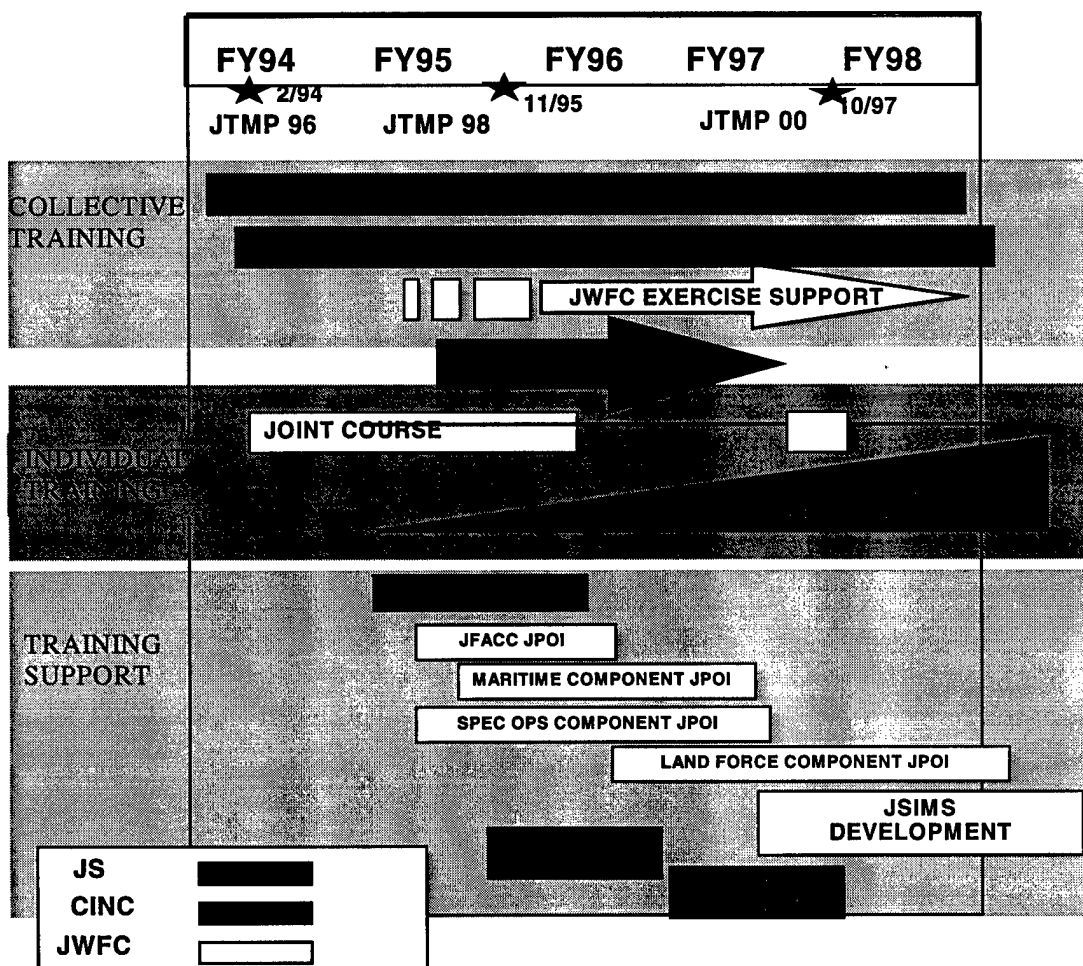
Figure 7. Phase III - Execution Phase

a. <u>Joint Collective Training</u>

(1) <u>CINC-Sponsored Exercise Program</u>. As part of the CJCS Exercise Program, CINC-sponsored exercises form the Chairman's principal vehicle for achieving joint, inter-Service, and multinational operational training. CINC-sponsored exercises provide an opportunity to stress strategic transportation and C4I systems and assess their readiness and supportability across the full range of military operations. Additionally, these exercises demonstrate US resolve and capability to project military presence anywhere in the world in support of our national interests and commitments to our allies.

(2) <u>JWFC Support Plan</u>. The CJCS will support combatant commands in the execution of their joint training plans through the JWFC. The action plan for JWFC support is included at Appendix C.

(3) <u>Joint Combat Identification Training Report</u>. In accordance with the findings of the all-Service combat ID evaluation team, JWFC will develop, with USACOM support and in coordination with supported com-mands, Services, and Joint Staff, a methodology to assess, track, and update joint training focused on combat ID. JWFC will provide a report at the February 1996 Worldwide Exercise Scheduling Conference. (See CCTI 96-1.)

(4) <u>Joint Task Force Staff Training Program</u>. Based on the common operational joint tasks, USACOM will develop, in coordination with supported commands, Services, and Joint Staff, a JTF Staff Training Program focused on developing activities for the training of joint force commanders, staffs, and component commanders and staffs. USACOM will prepare a report to USD(P&R), coordinated through the Joint Staff and geographic commands, detailing this program NLT November 1995. USPACOM will prototype the methodology within their FY 1996/1997 JTF training program and provide feedback at the Worldwide Joint Training Conferences. As a corollary effort, USSOCOM, as the joint training integrator for SOF, should develop a JSOTF staff training program. (See CCTI 96-2.)

(5) <u>Command and Control (C2) of Joint Air Operations Training Program</u>. Linked directly to JFACC training in both the CINCs and Services, a USACOM-developed training program will focus on the specific tasks associated with C2 of joint air operations. Staff exercises, as well as field training events, should be nominated to integrate this training into the FY 1996/1997 exercise program. In parallel, JWFC will develop a JFACC standardized joint training plan to support USACOM's effort and offer M&S options for consideration. (See CCTI 96-3.)

b. <u>Joint Individual Training.</u> Joint academic courses, either CINC-, Agency-, or Service-sponsored, are offered to prepare individuals for assignment to joint organizations or to operate uniquely joint systems (e.g., Joint Intelligence Support System). Normally, Service individual training programs provide the necessary interoperability skills for effective service in joint organizations. Nevertheless, additional joint individual training may be required (i.e., as part of a train-up phase within a CINC-sponsored joint training event). For efficiencies and standardization, JWFC, in coordination with the Joint Staff, will implement Joint Staff-developed procedures to certify joint individual training courses. In all cases, curriculums will be derived from joint doctrine.

(1) <u>Joint Course Catalog.</u> Published and maintained by the JWFC, this document provides a synopsis of worldwide training resources and specifies formal courses of instruction offered by Services, Service components, Defense agencies, or CINCs. The catalog will be reviewed and updated annually in October.

(2) <u>Joint Event Teams</u>. Designed to "train the trainers" in newly designed courseware and new joint doctrine, these JWFC-sponsored teams provide tailored instruction to assist instructors with classes, seminars, and conferences, or provide full instruction of staff trainers. Capabilities will eventually include interactive lessons and networked instruction.

c. <u>Standardized Joint Programs of Instruction (JPOI)</u>. JPOIs integrate a series of related training events designed to satisfy a joint training requirement. Assembled in a single volume, these documents include tasks organized on a mission and/or functional basis that are grouped with supporting tasks and associated conditions and

STANDARDIZED JOINT PROGRAMS OF INSTRUCTION DEVELOPMENT SCHEDULE	
JTF HQ Training	*Due Jan 96*
JFACC Training	*Due Apr 96*
Maritime Component Training	*Due Jan 97*
JSOTF Training	*Due Mar 97*
Land Force Component	*Due TBD*

standards. These training tools are designed for commanders to better organize and focus joint training for units or personnel. The first standardized JPOI, JTF HQ Training, was initiated by USACOM and coordinated by the JWFC. Follow-on development will be coordinated by the JWFC.

d. <u>M&S Support and Training Services</u>. JWFC M&S services include modeling and simulation exercise support and connectivity both on site (near-term) and in the JWFC gaming facility (mid-term). Services also include interface

training on the various models and simulations used for exercise execution. JWFC Instructor Controllers provide on-site pre-exercise training and function in an over-the-shoulder instructional mode during the exercise.

JWFC M&S SUPPORT AND TRAINING SERVICES

- *Corps Battle Simulation (CBS)*. Brigade and above ground combat model.

- *Air Warfare Simulation Model (AWSIM)*. Operational and strategic air combat model.

- *Research, Evaluation, and Systems Analysis (RESA)*. Battle Group joint integration model. Naval theater combat simulation.

- *Marine Air-Ground Task Force Tactical Warfare Simulation (MTWS)*. Expeditionary, littoral, and amphibious theater warfare model.

- *Joint Theater-Level Simulation (JTLS)*. Theater-level joint overview model.

- *Joint Conflict Model (JCM)*. High resolution, subtheater simulation.

- *Joint Electronic Combat, Electronic Warfare Simulation (JECEWSI)*. Jamming (close-in and far-off) model that can be integrated into larger simulations such as AWSIM, MTWS, and RESA.

- *Aggregate-Level Simulation Protocol (ALSP)*. Software protocol that facilitates interplay between Service models.

---

e. Automation Support and Software Products

(1) Currently, the Joint Staff J-7 provides Joint Exercise Management Program (JEMP) automation support, a software package that supports planning, execution, and assessment of the joint training program. Further, the JWFC has installed the JEMP JMET software module, as well as the UJTL data base, on the JEL, an unclassified on-line data base with high-speed, full text search and retrieval capability for all approved joint and selected Service and combined doctrine publications. It has worldwide access via modem and is also available on CD-ROM. Target date for the full JEMP to JEL interface is October 1996.

JEMP SOFTWARE PROGRAMS

·_JMET_ *software supports combatant commands' JMETL development.*
This software then feeds:
··_EXSCHED_ *to incorporate the JMETs as the objectives of*
the joint exercise.
···_MSEL_ *to develop specific events focused on*
training the scheduled, JMET-based exercise.
····_JULLS_ *to focus after-action inputs on the*
performance of the exercise participants
relative to the scheduled JMET.

---

(2)   Future plans for JEMP (see Figure 8) include:

(a)   JEMP 6.0. This software release is a DOS-based upgrade to the current JEMP software package. The beta version was released November 1995 with final release December 1995. This version will update the UJTL data base, add a provision to merge conditions and standards, enable the capability to list unit type codes and unit identifier codes (UTC/UICs) to EXSCHED exercise summaries, and link tasks to MSEL and JULLS programs derived from JMETs.

(b)   JEMP x.x. This release is a Windows-based software protocol to provide a more user friendly means to manage exercise programs. Incrementally acquired, the beta version of JMET software was distributed in September 1995, with final release coinciding with UJTL V3.0. The release of the other JEMP components is expected by October 1996.

(c)   To complement the MSEL software module, JWFC will archive generic enemy order of battle and terrain data bases for export, on request. This will help standardize scenario development. Further, to align with the J-7 better lessons learned campaign, JWFC will initiate a task-based JULLS data base protocol for issue analysis and to identify strengths and weaknesses common to the joint training community.

Figure 8. JEMP Update Cycle
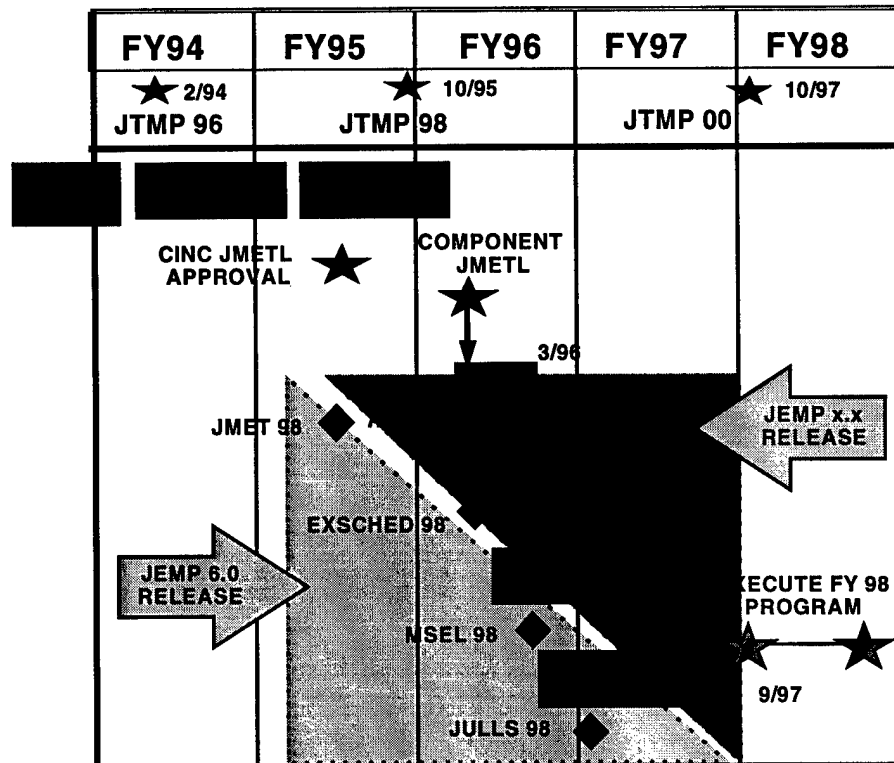
6. <u>Phase IV--Assessment Phase</u>. The final installation phase for the joint training system is to align the training readiness and commander assessment processes to the prescribed JMETL requirements. A systematic feedback mechanism for supported commands, supporting commands and Service components, these programs collect data and lessons learned based on actual performance standards set by a joint force commander. For uniformity purposes, the UJTL, joint standards, and the tasked-based joint training process are key tools for establishing and conducting assessments. The products of the assessment phase guide future training plans and form the basis for adjusting exercises to focus on maintaining proficiency as well as critical shortcomings or deficiencies. Finally, this snapshot of a command's proficiency in accomplishing JMETs directly affects the command's ability to perform its assigned missions. Consequently, this assessment may be reported out by the command to elevate issues affecting readiness outside the purview of the commander or to input readiness reporting procedures. Figure 9 illustrates these emerging programs.

a. <u>JMETL-Based Training Assessment Program</u>

(1)   CJCS oversight, focused on assessment of joint training programs, was initiated by publication of the JTMP and the UJTL. As joint doctrine matures into the comprehensive authoritative standard, so will the UJTL and associated JMETLs. Further, the command JMETL forms the basis for training and preparedness assessments. Thus, approved joint tasks, conditions, and standards are intended to complement joint doctrine; together they form the principal commander assessment vehicle.

(2)   Typically, combatant commanders evaluate training efforts, using published JMETs as objectives, within individual   exercises.   In   addition   to   internal dissemination,   the   CINC's   evaluation   findings   and exercise lessons learned are published for external use through   their   inclusion   in   the   combatant   commander's postexercise joint after-action report (JAAR).

FY94	FY95	FY96	FY97	FY98
★ 2/94	★ 11/95		★ 10/97	
JTMP 96	JTMP 98		JTMP 00	

JOINT AFTER ACTION REVIEW PROCESS

Figure 9.   Phase IV - Assessment Phase

(3)   <u>Joint   After-Action   Reporting   System   (JAARS)</u>. Currently,   Joint   Pub   1-03.30   "Joint   After-Action Reporting System," provides a universal system to account for, act on, and share the results of lessons learned throughout   the   Defense   community.   Joint   Pub   1-03.30 directs the supported commander of joint exercises to submit a JAAR in JULLS format to the Joint Staff, J-7

Evaluation and Analysis Division (EAD). The JAAR includes the combatant commander's evaluation of how component, multinational, and joint training objectives (including JMETs) were met during the exercise. The requirement for submission of an operational JAAR is specified in the CJCS Execute Order. Both exercise and operational JAARs are entered into the JCLL data base. Joint Pub 1-03.30 is under revision with a projected date for final review in May 1996.

(4) <u>Collection Plans and JULLS Alignment</u>. Joint commanders must identify joint training objectives and standards for joint tasks early enough in the training event or exercise planning process to

> *Action: all combatant commands should review collection plans and JULLS procedures to ensure observations are conducted and documented against JMETL and supporting tasks.*

initiate development of task-based collection plans. Likewise, throughout the execution of a training event, objective data should be available to the commander to evaluate the organization's JMET proficiency as well as an overall assessment of the training program effectiveness. Observations, in JULLS format, must be based on the required task, condition, and standard, as available. To facilitate this iterative process, combatant commands should review collection plans and JULLS procedures to ensure observations are conducted and documented in line with JMETL and supporting tasks.

(5) <u>RAP Program Alignment</u>. The RAP program provides a means of resolving issues for which there is no other formal process. These issues are normally identified to the Joint Staff in after-action reports submitted by the CINCs for major exercises and operations. A RAP is a written description of a deficiency or shortcoming in existing policies, plans, procedures, supporting strategies, materiel, systems, or forces that can be corrected. The CJCS RAP program focuses on problems with joint significance that require the Joint Staff, Services, CINCs, OSD, or agencies responsive to the CJCS to initiate, coordinate, or monitor corrective actions. Details of this program are outlined in CJCSI 5716.01. To improve this process, combatant commands should review internal RAP procedures to ensure observations are conducted and documented in line with JMETL and supporting tasks.

(6) <u>JWFC Support</u>. On request, JWFC should support the combatant commander's after-action review process as prioritized by the Commander, JWFC. In selected exercises, JWFC will also validate the joint after-action review process and brief lessons learned and issue analysis at the Worldwide Joint Training Conference. Further, the JWFC will generate a report to the CJCS, at least annually, on issues and lessons learned with application to the entire joint community.

> *The CJCS Exercise Evaluation Program . . .*
>
> *. . . provides an independent assessment of the preparedness of the combatant commanders to carry out their assigned missions as demonstrated during major CINC-sponsored exercises and operations.*

b. <u>CJCS Preparedness and Exercise Evaluation Programs</u>

(1) Pursuant to title 10, US Code, section 153, the primary purpose of the CJCS Exercise Evaluation Program is to provide an independent assessment of the preparedness of the combatant commanders to carry out their assigned missions as demonstrated during major CINC-sponsored exercises and operations. As such, the CJCS Exercise Evaluation Program supports readiness assessments, of which joint training is one aspect. The Joint Staff, J-7, EAD, manages the CJCS Exercise Evaluation Program to meet the statutory requirement.

(2) In support of the CJCS Exercise Evaluation Program, combatant commanders nominate major joint exercises and candidate joint objectives for the CJCS Evaluation Exercise Program in response to a Joint Staff/J-7 request. These inputs and those of the Joint Staff directorates and combat support agencies are coupled with an internal analysis of joint issues identified in the AARs, JULLS, and RAPs in the master JCLL data base to formulate the proposed exercise evaluation plan. The final CINC-sponsored exercise evaluation schedule is released by the Director, Joint Staff, as part of the JTMS.

(3) Evaluation objectives define and focus the specific aspects of the exercise for commander review. CJCS preparedness assessments normally examine plans, policies, procedures, and joint systems of interest to the entire joint community. Further, the combatant commander's joint training effort and CCTIs may be reviewed. These may or may not directly correlate to the JMETs published by the combatant command for each exercise. In addition to specific evaluation objectives, standard observation areas include all aspects of joint task force operations and interoperability, use of joint doctrine, C4I connectivity, JOPES (including crisis action planning and NCA to CINC to JFC interface), and

combat support agency support. Additionally, appropriate OPLANs and CONPLANs are reviewed as part of the combatant commander's joint training program and its relationship to preparing his forces to carry out their assigned missions.

c. CINC Preparedness and Evaluation Programs

(1) The final step to the program is assessment of command JMETL and common JMETs against derived standards. Among other readiness indicators such as personnel, equipment, status of resources, etc., the JMETL assessment will be used as a tool to measure joint force readiness. Combatant commands must coordinate this assessment to clearly define training readiness standards. Once measures of training effectiveness are established, joint commanders can systematically assess the training to determine joint force readiness and strengths and weaknesses in training. Commanders at levels down through Service components will assess proficiency and communicate assessment results through established chains of command to the respective combatant command. This program should permit commanders to take credit for tasks accomplished during contingency operations. After assessments are complete, joint trainers should revise their exercise program to adjust periodicity requirements, alter training audiences, or reaccomplish those tasks that were rated "untrained."

> *Once measures of training effectiveness are established, joint commanders can systematically assess the training to help define the status of joint force readiness as well as organizational strengths and weaknesses.*

(2) Each combatant command should develop internal procedures and assessment methodology initially focused on the FY 1998 exercise program. Selected FY 1996/1997 exercises should be identified to prototype the assessment effort and recommend adjustments.

(3) <u>JMETL Linkage to JMRR</u>.
Each supported command,
supporting command, and
agency will communicate a
joint training status
assessment for the mission
scenarios addressed in the
JMRR. Joint assessments
should be reported in line
with the eight prescribed
joint functional areas. The
command JMETL should be
used as a tool to provide this current status of
training. Commands should expect to report joint training
strengths and shortfalls within the JMRR report NLT June
1996.

```
┌─────────────────────────────┐
│   JMRR FUNCTIONAL AREAS      │
│          C4                  │
│ INTELLIGENCE/SURVIVABILITY   │
│        LOGISTICS             │
│     INFRASTRUCTURE           │
│    JOINT PERSONNEL           │
│   JTF HQ CAPABILITY          │
│          SOF                 │
│       MOBILITY        .      │
└─────────────────────────────┘
```

(4) <u>JMETL/UJTL Linkage to Joint Warfare Capability
Assessments (JWCA)</u>. If multicommand JMETL assessments
indicate a long-term preparedness degradation due to
material, doctrinal, training, or organizational
shortfalls, these issues should be considered for
resolution within the JWCA structure--injected through
the Joint Readiness JWCA. Also, to assist the JWCA
process, the UJTL has been used to gather information
from multiple combatant commands in common terms.

7. <u>Summary</u>. The focus of the JTMP is on joint warfighting--more
specifically, the methodology to train the way we intend to
fight. Revised every 2 years, the JTMP identifies the ways and
coordinates the means to implement a "mission-to-task" joint
training system. To this end, JTMP 98 articulates the
coordinated strategy for installing a requirements-based joint
training system by FY 1998.

(INTENTIONALLY BLANK)

APPENDIX A

COMMON JOINT TASKS

1. Included in this appendix are command-linked tasks--common tasks that establish the linkage between supported and supporting commands. These tasks describe the interface between combatant commands and should be exercised often (see CCTI 96-11).

2. Also included are common operational joint tasks--activities conducted by or for multiple supported commands under similar conditions and to a common joint standard. These tasks, selected by multiple combatant commands through the mission analysis process, describe a list of core joint competencies fundamental to the conduct of joint operations. This list comprises the Joint Force Integrator Task List (JFITL) to focus USACOM's joint training mission.

3. Common tasks for Special Forces have been annotated with an asterisk to focus USSOCOM's joint training program in support of the geographic commands.

4. This current list contains tasks alone. Future JTMPs will incorporate tasks, conditions, and standards for common operational joint tasks.

COMMAND-LINKED TASKS

SUPPORTED COMMAND	SUPPORTING COMMAND	
ST1.1.1 PROCESS MOVEMENT REQUIREMENTS	SN1.2.5 MOVE FORCES FROM POE TO POD	
ST 7.1.4 DETERMINE FORCES & CARGO TO BE DEPLOYED	SN1.1.2 COORDINATE & MATCH TRANSPORTATION RESOURCES & REQUIREMENTS	SN1.2.7 COORDINATE GLOBAL STRATEGIC REFUELING
ST 7.1.6 DETERMINE THEATER FORCE SIZE AND STRUCTURE RQMTS	ST 7.1.3 TAILOR JOINT FORCES FOR DEPLOYMENT	
ST 7.1.7 ESTABLISH THEATER JMETL	SN 7.7 EDUCATE AND TRAIN THE FORCE	
ST 6.1.3 PROVIDE SPACE SUPPORT REQUIREMENTS	SN 3.4.6 PROVIDE SPACE CONTROL	ST 6.1.5 PROVIDE THEATER MISSILE DEFENSE
ST 2.1.2 IDENTIFY, PRIORITIZE & VALIDATE INTELL REQUIREMENTS	SN 2.2.2 COLLECT INFORMATION ON STRATEGIC TARGETS	SN 2.2.3 SUPPORT COMBATANT COMMAND INTELLIGENCE NEEDS
ST7.1.1 PROVIDE OPLANS FOR MOBILIZATION & DEPLOYMENT	SN 6.6 MOBILIZE CONUS SUSTAINING BASE	

JFITL TASKS

(REFERENCE UJTL V2.1, 15 MAY 95)

CONDUCT OPERATIONAL MOVEMENT AND MANEUVER

OP 1.1.1	FORMULATE REQUEST FOR STRATEGIC DEPLOYMENT
OP 1.2.1	TRANSITION JOINT FORCES TO/FROM TACTICAL FORMATIONS
OP 1.2.2	POSTURE JOINT FORCES FOR OPERATIONAL FORMATIONS
OP 1.2.4	CONDUCT OPERATIONS IN DEPTH
OP 1.2.4.3	CONDUCT FORCIBLE ENTRY
OP 1.2.4.4	SEIZE, HOLD, EXPAND MILITARY LODGMENT
OP 1.3.1	OVERCOME OPERATIONALLY SIGNIFICANT BARRIERS
OP 1.4.1	EMPLOY OPERATIONAL SYSTEM OF OBSTACLES
OP 1.5	CONTROL OR DOMINATE OPERATIONALLY SIGNIFICANT AREA
OP 1.5.1	CONTROL OPERATIONALLY SIGNIFICANT LAND AREA
OP 1.5.2	SECURE MARITIME SUPERIORITY
OP 1.5.3	SECURE AIR SUPERIORITY
OP 1.5.5	ASSIST HOST NATION IN POPULATION/RESOURCE CONTROL
OP 1.5.X	ENFORCE EXCLUSION ZONE **

DEVELOP OPERATIONAL INTELLIGENCE

OP 2.1.1	DEVELOP COMMANDER'S CRITICAL INTELLIGENCE REQUIREMENTS
OP 2.1.3	DEVELOP INTEL COLLECTION PLAN
OP 2.1.4	ISSUE REQUESTS FOR COLLECTION AND PRODUCTION
OP 2.2	COLLECT OPERATIONAL INTELLIGENCE*
OP 2.2.1	COLLECT ON ENEMY SITUATION AND HAZARDS
OP 2.2.2	COLLECT ON OPERATIONAL TARGETS
OP 2.2.3	PROVIDE OPERATIONAL RECCE AND SURVEILLANCE
OP 2.3.1	EVALUATE OPERATIONAL THREAT INFORMATION
OP 2.3.2	ANALYZE AND EVALUATE OPERATIONAL AREAS
OP 2.3.3	INTEGRATE OPERATIONAL INTELLIGENCE
OP 2.3.3.3	REDUCE ENEMY VULNERABILITIES
OP 2.3.4	DEVELOP INDICATIONS AND WARNING
OP 2.4	PRODUCE OPERATIONAL INTELLIGENCE REPORTS*
OP 2.5	DISSEMINATE OPERATIONAL INTELLIGENCE*

---

*   Common tasks for USSOCOM joint training program
** NOT LISTED IN THE UJTL, RECOMMENDED FOR ADDITION IN V3.0

```
+-----------------------------------------------------------------------+
|                  EMPLOY OPERATIONAL FIREPOWER                          |
|                                                                       |
| OP 3.1       CONDUCT JOINT FORCE TARGETING*                           |
| OP 3.1.1     ESTABLISH JFC'S OBJECTIVES AND GUIDANCE                  |
| OP 3.1.2     APPORTION JOINT AND COMBINED FIREPOWER RESOURCES         |
| OP 3.1.3     CONDUCT TARGET DEVELOPMENT                               |
| OP 3.1.4     SELECT OPERATIONAL TARGETS FOR ATTACK                    |
| OP 3.1.5     PUBLISH TASKING ORDERS FOR EMPLOYMENT OF OPERATIONAL     |
|                 FIRES                                                  |
| OP 3.1.6     CONDUCT OPERATIONAL COMBAT ASSESSMENT                    |
| OP 3.1.7     DEVELOP FIRE SUPPORT COORDINATION MEASURES               |
| OP 3.2       ATTACK OPERATIONAL TARGETS*                              |
| OP 3.2.1     ATTACK ENEMY OPERATIONAL AIR, LAND/MARITIME TARGETS      |
| OP 3.2.2     CONDUCT NONLETHAL ATTACK OF OPERATIONAL TARGETS          |
| OP 3.2.2.1   EMPLOY PSYOP                                             |
| OP 3.2.2.2   EMPLOY ELECTRONIC ATTACK                                 |
| OP 3.2.3     ATTACK ENEMY AIRCRAFT AND MISSILES                       |
| OP 3.2.4     SUPPRESS ENEMY AIR DEFENSES                              |
| OP 3.2.5     INTERDICT ENEMY OPERATIONAL FORCES/TARGETS               |
| OP 3.2.7     INTEGRATE AND SYNCHRONIZE OPERATIONAL FIREPOWER          |
+-----------------------------------------------------------------------+
```

```
+-----------------------------------------------------------------------+
|                  PROVIDE OPERATIONAL SUPPORT                          |
|                                                                       |
| OP 4.1    COORDINATE SUPPLY OF ARMS, AMMUNITION, AND                  |
|                 EQUIPMENT IN JOA                                       |
| OP 4.2    SYNCHRONIZE SUPPLY OF FUEL IN JOA                           |
| OP 4.4.3  PROVIDE FOR HEALTH SERVICES IN JOA                          |
| OP 4.4.6  COORDINATE THEATER OF OPERATIONS RECEPTION                  |
| OP 4.5    DISTRIBUTE SUPPLIES                                         |
| OP 4.5.1  PROVIDE MOVEMENT SERVICES                                   |
| OP 4.5.2  ESTABLISH PRIORITIES AND SUPPLY OPERATIONAL FORCES          |
| OP 4.5.3  ESTABLISH EVACUATION POLICY AND PROCEDURES FOR JOA          |
| OP 4.6.2  PROVIDE CIVIL-MILITARY ENGINEERING                          |
| OP 4.6.3  EXPAND CAPACITY OF PODS AND ALLOCATE SPACE                  |
| OP 4.7    PROVIDE POLITICO-MILITARY SUPPORT TO OTHER NATIONS,         |
|                 GROUPS & AGENCIES                                      |
| OP 4.7.2  COORDINATE AND PROVIDE CIVIL-MILITARY OPERATIONS            |
|                 SUPPORT IN JOA                                         |
| OP 4.7.3  PROVIDE SUPPORT TO DOD AND OTHER AGENCIES                   |
| OP 4.7.5  COORDINATE POLITICO-MILITARY SUPPORT                        |
+-----------------------------------------------------------------------+
```

*   Common tasks for USSOCOM joint training program

EXERCISE OPERATIONAL COMMAND AND CONTROL

```
OP 5.1     ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFO*
OP 5.1.1 COMMUNICATE OPERATIONAL INFORMATION
OP 5.1.2 MANAGE MEANS OF COMMUNICATING OPERATIONAL INFORMATION
OP 5.1.3 MAINTAIN OPERATION INFORMATION AND FORCE STATUS
OP 5.1.4 MONITOR STRATEGIC SITUATION
OP 5.1.5 PROVIDE PUBLIC AFFAIRS OPERATIONS IN JOA
OP 5.2     ASSESS OPERATIONAL SITUATION*
OP 5.2.1 REVIEW CURRENT SITUATION
OP 5.2.2 FORMULATE CRISIS RESPONSE
OP 5.2.3 PROJECT FUTURE CAMPAIGNS AND MAJOR OPERATIONS
OP 5.3     PREPARE PLANS AND ORDERS*
OP 5.3.1 CONDUCT OPERATIONAL MISSION ANALYSIS
OP 5.3.2 ISSUE INITIAL PLANNING GUIDANCE
OP 5.3.3 DETERMINE OPERATIONAL END STATE
OP 5.3.4 DEVELOP COAS AND PREPARE STAFF ESTIMATES
OP 5.3.5 ANALYZE COAS
OP 5.3.6 COMPARE COAS
OP 5.3.7 SELECT OR MODIFY COURSE OF ACTION
OP 5.3.8 ISSUE COMMANDER'S ESTIMATE DOCUMENT
OP 5.3.9 PREPARE CAMPAIGNS OR MAJOR OPERATIONS AND RELATED
              PLANS AND ORDERS
OP 5.4     DIRECT AND LEAD SUBORDINATE FORCES*
OP 5.4.1 APPROVE PLANS AND ORDERS
OP 5.4.2 ISSUE PLANS AND ORDERS
OP 5.4.3 PROVIDE RULES OF ENGAGEMENT
OP 5.4.4 SYNCHRONIZE OPERATIONS
OP 5.4.5 COORDINATE AND INTEGRATE COMPONENTS, THEATER, AND OTHER
              SUPPORT
OP 5.5     ESTABLISH JOINT FORCE HEADQUARTERS*
OP 5.5.1 DEVELOP JOINT FORCE COMMAND AND CONTROL STRUCTURE
OP 5.5.2 DEVELOP JOINT FORCE LIAISON STRUCTURE
OP 5.5.3 AUGMENT AND/OR DEVELOP THE JOINT FORCE STAFF
OP 5.5.5 ESTABLISH COMMAND TRANSITION CRITERIA AND
              PROCEDURES
OP 5.6     EMPLOY OPERATIONAL C2W
OP 5.6.1 PLAN AND INTEGRATE C2W
OP 5.6.2 CONTROL C2W
OP 5.7     COORDINATE AND INTEGRATE MULTINATIONAL AND
              INTERAGENCY OPERATIONS
OP 5.7.1 ASCERTAIN NATIONAL OR AGENCY AGENDAS
OP 5.7.2 INTEGRATE NATIONAL/AGENCY CAPABILITIES & DETERMINE
              LIMITATIONS
OP 5.7.3 DEVELOP MULTINATIONAL INTEL/INFORMATION SHARING
              STRUCTURE
OP 5.7.4 COORDINATE PLANS WITH NON-DOD ORGANIZATIONS
```

*   Common tasks for USSOCOM joint training program

PROVIDE OPERATIONAL PROTECTION

OP 6.1   PROVIDE OPERATIONAL AEROSPACE AND MISSILE DEFENSE
OP 6.1.1 PROCESS AND ALLOCATE OPERATIONAL AEROSPACE TARGETS
OP 6.1.2 INTEGRATE JOINT/COMBINED OPERATIONAL AEROSPACE DEFENSE
OP 6.1.3 PROVIDE AIRSPACE CONTROL
OP 6.1.4 COUNTER ENEMY AIR ATTACKS IN THE JOA
OP 6.1.5 CONDUCT OPERATIONAL AREA MISSILE DEFENSE
OP 6.2   PROVIDE PROTECTION FOR OPERATIONAL FORCES, MEANS, AND
                 NONCOMBATANTS
OP 6.2.2 NEUTRALIZE OPERATIONALLY SIGNIFICANT HAZARDS
OP 6.2.3 PROTECT USE OF ELECTROMAGNETIC SPECTRUM IN JOA
OP 6.2.4 PROVIDE POSITIVE ID OF FRIENDLY OPERATIONAL FORCES
OP 6.2.5 CONDUCT EVACUATION OF NONCOMBATANTS FROM THE JOA*
OP 6.2.X CONDUCT SEARCH AND RESCUE AND CSAR *   **
OP 6.3.1 DETERMINE EEFI
OP 6.3.2 EMPLOY SIGSEC
OP 6.4   CONDUCT DECEPTION IN SUPPORT OF SUBORDINATE CAMPAIGNS
OP 6.4.1 DEVELOP OPERATIONAL DECEPTION PLAN
OP 6.4.2 CONDUCT OPERATIONAL DECEPTION
OP 6.4.3 ASSESS EFFECTS OF DECEPTION PLAN
OP 6.5.2 PROTECT AND SECURE FLANKS, REAR AREA, AND COMMZ IN JOA
OP 6.5.4 PROTECT AND SECURE LAND, AIR, AND SEA LOCS

*   Common tasks for USSOCOM joint training program
**   NOT LISTED IN THE UJTL, RECOMMENDED FOR ADDITION IN V3.0
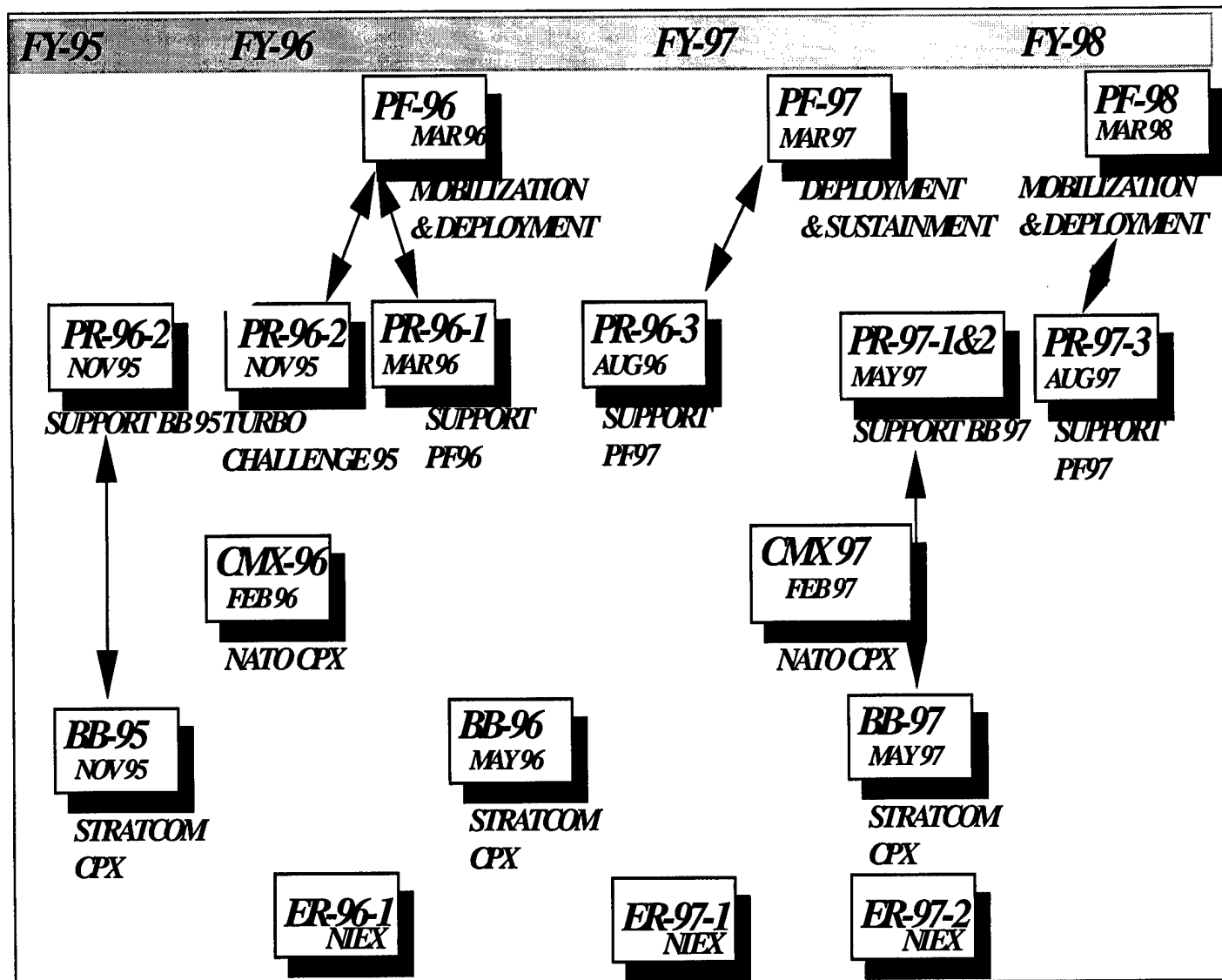
APPENDIX B

CJCS JOINT MISSION ESSENTIAL TASK
AND
EXERCISE MATRIX

	PR 96-1	POSITIVE FORCE 96	PR 96-2 TC-95	ER 96-1	BB 95	CMX 96	BB 96	PR 96-3	POSITIVE FORCE 97	PR 97-1 BB-97	PR 97-2 BB-97	ER 97-1	CMX 97	PR 97-3	POSITIVE FORCE 98
		x							x						x
SN 1.1 Determine Transportation Infrastructure and Resources		x							x						x
SN 1.1.4 Provide for En Route Support and Clearances												x			x
	x			x				x				x		x	
SN 2.1 Plan and Direct Strategic Intelligence Activities	x							x						x	
SN 2.1.1 Develop Strategic Intelligence and Targeting Policy	x				x		x	x		x	x			x	
SN 2.1.2 Determine Strategic Intel Issues and Requirements	x			x				x				x		x	
SN 2.1.3 Set Intelligence Priorities for Strategic Planning	x			x								x		x	
SN 2.3 Provide Baseline Intelligence Assessment and Reassessment	x		x	x	x		x	x		x	x	x		x	x
												x			
SN 3.2 Apply National Strategic Firepower				x	x		x			x	x				
SN 3.2.3 Manage Strategic Force Readiness Levels															
SN 3.2.6 Integrate Strategic Firepower		x													x
SN 3.3 Protect Strategic Forces and Means															
SN 3.3.3 Coordinate Worldwide Operations Security												x			
SN 3.3.4 Coord & Conduct Deception in Spt of Strat & Plans															
SN 3.3.8 Spt Search Evasion Recovery Escape Requirements															
SN 3.4 Provide DOD/Government-Wide Support				x								x			
SN 3.4.3 Support Evacuation of Noncombatants from Theaters															
SN 3.5 Support Other Nations or Groups				x		x						x	x		
SN 3.5.5 Provide USA, HNs & Othr Humanitarian & Civic Ass				x	x		x			x	x				
SN 3.5.6 Provide Civil Affairs Support Policy												x		x	
SN 3.5.8 Coordinate Information Sharing Arrangements				x		x						x	x		
									x						
SN 4.2 Provide for Base Support and Services									x						
SN 4.2.1 Determine Nat Mil Support Infrastructure															
SN 4.2.3 Control National Inventories and Movements									x						
SN 4.2.4 Develop CONUS Sustainment Base															
SN 4.2.11 Establish Prisoner Control Policy															
SN 4.2.12 Acquire Host-Nation Support (HNS)									x						
SN 4.3 Reconstitute National Forces and Means															
SN 4.4 Set Sustainment Priorities									x						
	x	x		x		x		x				x	x	x	x
SN 5.1 Operate & Manage Global Strategic Commo & Info	x	x		x				x				x		x	x
SN 5.1.1 Communicate Strategic	x	x		x				x	x			x		x	x
SN 5.1.2 Manage Nat Mil C4 Sytms WW for Commo Strategic	x			x	x		x	x	x	x	x	x		x	x
SN 5.1.3 Maintain Global Strat Military Info & Force	x	x		x	x		x	x	x	x	x	x		x	x
SN 5.1.4 Monitor Worldwide Strategic	x			x				x	x			x		x	
SN 5.1.5 Provide Public Affairs (PA)	x								x			x		x	x
SN 5.2 Reassess Worldwide and Regional Strategic	x								x						
SN 5.2.4 Decide on Need for Military Action or	x							x				x		x	x
SN 5.3 Determine Revised National Military Strategic	x	x						x						x	x
SN 5.3.1 Issue Strategic Planning	x			x				x				x		x	
SN 5.3.2 Dev & Analyze Nat Mil Strategy	x	x		x				x				x		x	x
SN 5.3.3 Sel/Mod MN & Nat Mil Strat/Plans,& Strategic	x	x		x								x		x	x
SN 5.3.4 Rev Strat Opts & Recom with NCA & Officials &	x	x		x	x		x	x		x	x	x		x	x
SN 5.3.5 Set Worldwide Priorities and Allocate	x			x							x	x		x	x
SN 5.4 Provide Strategic Direction to Forces	x				x	x	x			x	x		x	x	
SN 5.4.1 Prep/Issue Strat Ests, Priorities, & J Ops	x							x						x	
SN 5.4.2 Coord Support for Unified, Joint, and MN				x					x			x			x
SN 5.4.3 Synch and Manage Global Operations and	x								x						x
SN 5.4.4 Prepare and Issue CJCS	x	x		x				x	x			x		x	x
SN 5.5 Coordinate Worldwide C2W															
		x													x
SN 6.6 Mobilize CONUS Sustaining		x													x
SN 6.6.7 Plan and Maintain Industrial Base															

 SUPPORTING TASK

PF – POSITIVE FORCE   BB – BULWARK BRONZE (USSTRATCOM)
PR – POSITIVE RESPONSE   TC – TURBO CHALLENGE (USTRANSCOM)
ER – ELIGIBLE RECEIVER   CMX – NATO CRISIS MANAGEMENT EXER

| FY-95 | FY-96 | FY-97 | FY-98 |

PF-96 MAR 96
MOBILIZATION & DEPLOYMENT

PF-97 MAR 97
DEPLOYMENT & SUSTAINMENT

PF-98 MAR 98
MOBILIZATION & DEPLOYMENT

PR-96-2 NOV 95
SUPPORT BB 95

PR-96-2 NOV 95
TURBO CHALLENGE 95

PR-96-1 MAR 96
SUPPORT PF 96

PR-96-3 AUG 96
SUPPORT PF 97

PR-97-1&2 MAY 97
SUPPORT BB 97

PR-97-3 AUG 97
SUPPORT PF 97

CMX-96 FEB 96
NATO CPX

CMX 97 FEB 97
NATO CPX

BB-95 NOV 95
STRATCOM CPX

BB-96 MAY 96
STRATCOM CPX

BB-97 MAY 97
STRATCOM CPX

ER-96-1 NIEX

ER-97-1 NIEX

ER-97-2 NIEX

PF – POSITIVE FORCE	BB – BULWARK BRONZE (USSTRATCOM)
PR – POSITIVE RESPONSE	TC – TURBO CHALLENGE (USTRANSCOM)
ER – ELIGIBLE RECEIVER	CMX – NATO CRISIS MANAGEMENT EXER

CJCS-SPONSORED EXERCISES - FY 96/97

(INTENTIONALLY LEFT BLANK

APPENDIX C

ACTION PLAN
FOR THE
JOINT WARFIGHTING CENTER (JWFC)

SECTION I

JOINT WARFIGHTING CENTER
ORGANIZATIONAL DESCRIPTION

1. <u>Concept of Operations</u>. JWFC is a separate operating agency of the Joint Staff. Its organizational role is to provide execution level support to the planning and policy development roles of the Joint Staff. As such, JWFC is responsible for assisting the joint community in the implementation of reference a and execution of the CJCS Joint Training System. Simply stated, JWFC's role, representing CJCS, is to develop joint doctrine and assist the combatant commanders

> ***Chain of Command***
> *JWFC reports to Chairman of the Joint Chiefs of Staff through Joint Staff J7 .*

in training their forces in joint doctrine, tactics, techniques, and procedures, making appropriate use of the best technical tools available.

> a. <u>Joint Training and Doctrine Integration</u>. The central concept in the organizational design and operation of the JWFC is the linkage between joint doctrine and joint training. The syner-

> ***Mission***
> *Assist the CJCS, CINCs, and Service Chiefs in their preparation for joint and multinational operations in the conceptualization, development, and assessment of current and future **joint doctrine** and in the accomplishment of **joint** and multinational **training and exercises**.*

> gistic effects of having focal points for both joint doctrine development and joint training support in one organization improve both processes. Doctrine is developed to provide a common understanding of how US forces will perform tasks and conduct operations when accomplishing assigned missions. The training system is designed for commanders to train forces in joint doctrinal procedures and evaluate performance against known mission requirements. JWFC provides up-to-date doctrinal input to the design and conduct of the combatant commanders' joint training events. Similarly, the execution and assessment of performance in the training events feed back into the doctrine development process. This way, the joint community is assured that forces are being trained in joint doctrine and that joint doctrine actually works.

> b. <u>Technical Support</u>. In the same manner, technological capability is integrated into the organization to gain immediate feedback on the adequacy of existing C4I/M&S systems and the requirements for future C4I/M&S systems.

From the technology developer's perspective, JWFC is a customer who uses M&S capability as a tool supporting joint training. From the combatant commanders' perspective, JWFC is a provider of technology offering one-stop-shopping for collection and collation of combatant commander M&S requirements, joint training models developments, and joint exercise design, planning, data base testing, and execution. JWFC is manned with the technical expertise to use today's M&S tools as well as to codify and articulate the joint training support requirements for future systems.

```
┌─────────────────────────────────────────────┐
│           CJCS Joint Training System          │
│ 1 - Identify joint training requirements      │
│ 2 - Develop Joint Training Plans (JTP)        │
│ 3 - Execute the events identified in the JTPs │
│ 4 - Assess performance against requirements   │
└─────────────────────────────────────────────┘
```

c. <u>Joint Training System Support</u>. JWFC directly *assists* all the combatant commands by providing expertise in the processes used in each phase of the joint training system. In the context of exercise support, the CJCS-sponsored exercises will be supported the same as the CINC-sponsored exercises, with Joint Staff J7/JETD being the supported staff. Specifically:

> (1) <u>Phase 1--Requirements</u>. JWFC Joint Training System Support Teams (JTSST) facilitate the requirements identification process. These teams travel to the commands in order to provide on-site support to the functional experts on the combatant commander staffs in the development of joint training requirements. Support is available in both facilitated mission analysis and Joint Mission Essential Task List (JMETL) refinement.

> (2) <u>Phase 2--PLANS</u>. The ultimate product of the JTSST visit is a CINC JTP that identifies the joint training objec-tives (based on command JMETL), the joint train-ing audience(s) (based on joint doctrine and Commander's Intent), the events selected to meet the training objectives

```
┌─────────────────────────────────────────────────┐
│                Operations Division                │
│ Assist Joint Training Event Execution By:         │
│ - Joint Exercise Design, Planning, Execution, and │
│ Assessment.                                       │
│   --Scenario Development.                          │
│   --CORE: Control Group, OPFOR, and After  Action │
│ Review Analysts.                                  │
│ - Organize, train, and employ personnel for:      │
│   --Scripting.         --Exercise Control.        │
│   --Operational Level OPFOR.                      │
│   --Role Players. --Special Response Cells.       │
│   --Training Evaluation.                          │
└─────────────────────────────────────────────────┘
```

(academics, seminars, wargames, and exercises), and the appropriate tools (courseware, M&S, etc.) required to support the events.

> (3) <u>Phase 3--Execution</u>. Joint Event Teams (JET), consisting of all functional areas of JWFC (Training, Doctrine, Operations, and Technology), assist the combatant commander exercise staffs in the design, planning, execution, and assessment of the training events. For academic events, JWFC provides teams to

train and update the CINC-provided instructors in the latest joint doctrine and JTTP, instructional techniques, and courseware (i.e., Train the Trainers). For command post exercises (CPX), the JET assists in the exercise design, scenario development, technical architecture and operations, exercise control, operational-level-of-war OPFOR operations, and after-action review evaluation of the exercise.

(4)   Phase 4--<u>Assessment</u>. Event evaluations from the execution phase AAR assist the combatant commanders in their assessments of the command's training program and performance in meeting the requirements identified in Phase 1. The assessment phase provides the joint force commander the capability to make adjustments to the current joint training plans, develop and revise future training plans, and support the joint readiness reporting process.

2. Functions

a.   <u>Joint Doctrine Division</u>. JWFC will develop selected joint doctrine and JTTP publications and coordinate the standardization, review, and revision of publications

> *In addition to the direct support provided, JWFC performs the "users representative" role for the joint training community in the areas of training, doctrine, and M&S requirements development.*

developed by other organizations. JWFC acts as an integrating center for doctrinal front-end analyses, quality assurance and assistance, dissemination, writing and revision of selected joint doctrine publications, and assessments and evaluations.

Doctrine Division Functions
- *Perform Joint Doctrine Development, Assessment, and Revision.*
- *Develop Future Concepts.*
- *Focal Point for Integration of DOD, Multinational, and Service Doctrine Development Agencies.*
- *Advise CJCS/Joint Staff on Doctrinal Requirements, Trends, and Recommended Solutions.*
- *Maintain the Joint Electronic Library both online and CD-ROM distributed versions.*
- *Ensure Universal Joint Task List linkage and consistency with joint doctrine and JTTP.*

---

(1)   JWFC will facilitate and monitor joint doctrine and JTTP projects through the established Joint Doctrine Development Program. The maintenance and continuous update of a key milestones tracking system for each publication assist in managing the joint publication system. JWFC will also develop and submit recommendations to J-7 for improving and consolidating existing, and initiating new, joint doctrine or JTTP. This process includes coordination and facilitation of publication development with the Joint Staff, combatant commands, Services, publication lead agents, primary review authorities, coordinating review authorities,

technical review authorities, and Joint Staff doctrine sponsors.

(2)   The joint doctrine division of JWFC reviews joint, combatant command, Service, and multinational doctrine and JTTP to ensure consistency. Through the JWFC doctrinal assessment process, the organization reviews and analyzes existing joint doctrine, JTTP, and prior lessons learned to identify voids, disconnects, and problems to determine requirements for future improvements.

(3)   Finally, the JWFC maintains the Joint Electronic Library system and data base, to include developing revisions to the CD-ROM version and maintenance of the online JEL system.

b.   <u>Future Warfighting Concepts</u>.   JWFC is an active participant in DOD-level efforts to consider new concepts, methods, and technologies by participating in studies, sponsoring conferences, and facilitating consensus building for future directions in the evolution of the US military. In this regard, JWFC will act as a manager for integrating, conceptualizing, and developing future warfighting concepts. JWFC will explore future operating environments and emerging technologies and will identify social, political, economic, and demographic factors that impact how the US plans to fight in the future.   JWFC will provide the doctrinal concept linkage that supports the JROC and JWCA processes in systems acquisition.

(1)   JWFC will operationalize the Chairman's Vision into a set of future warfighting concepts and their enabling precepts.   These concepts will provide a long-range focus to the evolution of just-in-time doctrinal concepts and procedures.   As such, JWFC will become the future concepts integrator among the Joint Staff, Services, and combatant commands.

(2)   JWFC will provide a future doctrinal framework to experiment, test, assess, validate, and adjust the conceptual landscape of how our military responds to future operations.   JWFC will develop the future intellectual and philosophical basis for future joint warfighting doctrine.

(3)   JWFC will build a futures data base for inclusion on the JEL.   This data base will serve as a centralized source of the best research available relating to joint military operations in future military operating environments.   JWFC will act as a clearinghouse for ideas and concepts having the greatest impact on future joint military operations.

c. <u>Joint Training Division</u>. JWFC serves as focal point for joint courseware requirements, oversight, and standardization of joint courseware development. JWFC will develop selected joint courseware and JPOIs as well as coordinate the delegation of joint courseware requirements to the appropriate functional subject matter experts. Joint courseware developed by these organizations will be coordinated through JWFC for doctrinal review and standardization.

Training Division Functions
- *Assist identification of mission-based capability requirements.*
- *Assist development of command Joint Training Plan.*
- *Support event execution: mobile training teams to train the trainers.*
- *Issue identification and analysis of worldwide training events and operations.*
- *Catalog joint courseware.*
- *Program Joint Training Program development.*
- *Advise CJCS, the Joint Staff, and CINCs on joint training requirements, trends, and recommended solutions.*

---

(1) JWFC maintains and updates the Joint Course Catalog containing existing joint courses and JPOIs. This document provides a reference data base in the analysis of requirements for development of new joint training courses.

(2) JWFC performs definition and analysis of issues related to the accomplishment of commander's mission performance standards.

(3) JWFC serves as the combatant commander's advocate on systemic issues beyond the purview of the individual combatant commands. Selected issues will be forwarded to the Joint Staff for action in the Remedial Action Project Program and/or included as CJCS Commended Training Issues in the JTMP.

d. <u>Technology Division</u>. JWFC coordinates the technical support requested by combatant commanders supporting joint training programs. Specifically, JWFC will host ALSP confederation developmental testing of Service models in a single building computer support center, host and maintain JTLS and JCM, and provide expertise in technical design, execution, and assessments of CINC-sponsored events.

(1) JWFC will chair the Joint Training Review Group, charged with collecting and collating the combatant commanders' joint training requirements and integrating these requirements into models and simulations to support joint training.

```
┌─────────────────────────────────────────────────────────────────────────┐
│                          Technology Division                            │
│                             Functions                                   │
│ - Focal Point for Joint Training M&S Requirements Definition.           │
│       -- Joint Simulation System (JSIMS) focal point for operational capabilities. │
│       -- Configuration Control Board (CCB) Chair for JTLS and JCM.      │
│       -- Requirements Review Panel Chair for ALSP.                      │
│ - Provide Technical Support (M&S, C4I) for Joint Training Events.       │
│ - Support Joint Training Event Design, Planning, and Execution Assistance to include: │
│       --M&S Support of Training Audience        --Scripting Requirements │
│       --Special Scripting Coordination          --C4I Connectivity Requirements │
│       --Training Response Cells/JECG            --Data base Building, Testing │
│       --Hardware Testing                        --Exercise Architecture Testing │
│       --Technical Control                                               │
│ - Advise CJCS/Joint Staff on M&S C4I Requirements, Trends, Recommended Solutions. │
└─────────────────────────────────────────────────────────────────────────┘
```

(2) JWFC also chairs the Configuration Control Board (CCB) for JTLS and JCM integrating combatant commander joint training requirements for M&S with technical developmental efforts.

(3) JWFC chairs the Requirements Review Panel for the ALSP Joint Training Confederation.

(4) Finally, JWFC will serve as the program element monitor (PEM) for JSIMS.

Available Support Infrastructure

a. An exercise control facility supporting distributed joint wargaming and simulation (senior, blue forces, neutral/host nation, opposition forces, scripting, and AAR control cells).

b. Exercise Simulation Control Facility (M&S technical, intell, VTC, & comms).

c. Deployable desktop hardware to support an entire JTLS exercise.

d. Host site JCM, JTLS, and ALSP Joint Training Confederation development testing.

e. Hardware suite hosting joint simulation systems.

f. Infrastructure design allows global mobility of JWFC training support assets.

g. Remoted VTC capabilities to facilitate distributed CJTF HQ system and component command centers linkages.

h. Hosts and maintains Terrain Preparation System.

i. Hosts and maintains the Joint Electronic Library (JEL).

j. Distributed Simulation Internet (DSI) capabilities.

k. Remoted comms link capability through DSI/GCCS/JDISS/TACSIM & the Internet.

l. Joint Model After Action Review System (JMAARS).

m. Operational level of war OPFOR C4I facilities.

n. Unclassified, and up to & including Secret VTC.

o. Systems training, academic training, and demonstration facilities.

p. Operational and technical library.

SECTION II

FY 1996
JWFC SUPPORT PLAN
ACTIONS AND MILESTONES

1. <u>Direct and Indirect Support</u>. JWFC provides assistance to the joint community in implementing the joint training system, as prescribed in CJCS Joint Training Policy. Focus since establishment has been in two fundamental areas: startup and direct support to the combatant commanders, primarily in the form of M&S exercise support. Concurrently, indirect support functions have continued in doctrinal development, and processes have been established in the training support and technological development areas.

    a. <u>JWFC Direct Support</u>. JWFC provides mobile assistance to combatant commanders' joint training programs: requirements identification, joint training plan development, event execution and evaluation, and command assessment of joint training and readiness. In these areas JWFC will, resources permitting, provide increasing levels of full package event support at no or low cost to the combatant commanders. As technology allows, M&S support will be provided in an increasingly distributed manner over existing C4I systems in order to reduce the travel requirements of this direct support.

    b. <u>JWFC Indirect Support</u>. JWFC provides focal point leadership in four areas. In FY 1996 JWFC will establish a process in each area for determining prioritized requirements, developing a roadmap for fulfilling requirements, and providing oversight of the various organizations involved with accomplishing the requirements.

2. <u>FY 1996 Joint Training Support</u>

    a. <u>Joint Training Handbook</u>. This handbook provides detailed discussion and procedures for designing, planning, executing, and assessing command joint training programs.

> *JOINT TRAINING HANDBOOK*
> *Initial Draft....FY 1996/1*
> *Publication......FY 1996/2*

This document complements and expands information in the Joint Training Manual published by the Joint Staff. The target audience for the handbook is staffs of combatant commands, components, and agencies.

    b. <u>Support JPME Strategic Action Planning</u>. In coordination with the Joint Staff and National Defense University, JWFC will establish an integrated effort to examine joint education and training programs. JWFC will assist the Joint

Staff in the development of a permanent process to integrate training and education requirements. Project completion is expected NLT December 1996.

c. <u>Joint Training Plan Development Process</u>. By April 1996 JWFC will develop and promulgate a Joint Training Plan Development Process for use by the joint community. This process will aid joint customers in developing a JMETL; conducting a training requirements analysis; identifying appropriate training methods and media; organizing the training objectives into a training curriculum; and publishing the results as a comprehensive training plan. The training plan supports all training events to include joint exercise, functional programs of instruction, cross-functional training seminars, practical exercises, and senior leadership panels and workshops. The training plan methodology also supports exercise design and after-action review and reporting.

d. <u>Program of Instruction Prioritization</u>. JWFC will publish an initial "strawman" list of joint course requirements, not later than fall of 1995. In coordination with USACOM, JWFC will lead joint course needs assessment to refine this list. A priority list of JPOI/course requirements will be developed and published by January 1996. Once the priority list is published, JWFC will conduct a working group, NLT August 1996, of combatant commander, Service, and agency representatives to develop a joint course development roadmap.

e. <u>Standardized JPOI Development</u>. JTF Training Plan Version 1.1 focuses on the functional joint staff of the JTF headquarters and includes cross-references to the UJTL tasks. Future versions will address common conditions and standards and will expand the training objectives and tools available and/or appropriate for effective training of the audience. USACOM will complete final staffing of the JTF POI version 1.1 by January 1996. Once staffed, JWFC becomes OPR. The second JPOI, focused on JFACC operations, will be released NLT April 96.

f. <u>Joint Course Development Process</u>. In coordination with the Joint Staff, JWFC will establish a process for joint course development by June 1996. This process will establish JWFC as the focal point for collection of requirements, analysis of existing courses in the Joint Course Catalog, coordination of a priority list for joint courses, assignment of development responsibility, review, accreditation, and publication of courses. To facilitate this process, JWFC will complete MOUs with functional course development organizations, as required. Moreover, JWFC will publish a second iteration of the Joint Course Catalog by October 1996.

3. Mobile Support

a. <u>Joint Training System Support Teams (JTSST)</u>. JTSSTs will visit each command annually (see Table 1) to present JWFC capabilities overview. JTSST JTP workshops will be tailored to command requirements. Primary focus of assistance is on development of command joint training plans. JWFC will provide, as required and coordinated with each command, facilitated support of: 1) mission analysis; 2) assistance in JMETL development and refinement--selection of Universal Joint Task List tasks, conditions, and measures; 3) assistance in establishing command standards of performance; and 4) assistance in Joint Training Plan development to include training audiences, training objectives, appropriate training support resources (M&S, C4, courseware), and selection and design of appropriate joint training events (academic instruction, seminars, wargames, CPX, FTX).

Initial command visit will present JWFC capabilities overview in: ● *Training Support* ● *Doctrine* ● *Exercise support* ● *Technological Support*	*Follow-on JTSST workshops will assist development of Joint Training Plans:* ● *Mission Analysis* ● *JMETL Refinement* ● *Training Objectives/Audience* ● *Appropriate Tools/Events*

b. <u>JWFC Training Support</u>. During the initial command visits, JWFC will provide joint courseware development; status and content of Joint Course Catalog; instructional improvements (instructional techniques, distance learning, automation support, etc.); and lessons learned dealing with training program design and command training program assessment issues, to include overview of JWFC support in issue development.

Table 1. JTSST SCHEDULE

COMMAND	FY96/1	FY96/2	FY96/3	FY96/4	TOTAL
USPACOM	1	2			3
USCENTCOM	1	2			3
USSOUTHCOM	1	2			3
USEUCOM	1	2			3
USSTRATCOM		1	1		2
USTRANSCOM		1	1		2
USSPACECOM		1	1		2
USSOCOM		1	1		2
USACOM	1				1
TOTAL	5	12	4		21

c. <u>Doctrine Support</u>. During the initial command visits, JWFC will also provide updates on current doctrinal developments and publications; status of Joint Electronic Library improvements; and doctrinal issues affecting the joint community.

d. <u>Exercise Support</u>. Further, JWFC will provide JWFC exercise support capability and concept of operations; lessons learned on exercise design, planning, execution, and assessment; and status of support tools (M&S, C4, etc.).

e. <u>Technology Support</u>. Finally, JWFC will provide the status of issues on current M&S C4I capabilities, limitations, and improvements; JSIMS status update; and lessons learned dealing with technological support to joint training.

4. <u>After-Action Review</u>. One goal of the JWFC is to institution-alize the AAR process across the entire joint community. AARs should enable joint commanders to EVALUATE unit's JMET proficiency in joint training events through a systemic method which captures data and relates it to individual training objectives derived from JMETs, conditions, and standards. Also, AARs should document the commander's overall ASSESSMENT of the training program as it relates to the command JMETL.

a. JWFC will serve as the Support Agent for the Joint Staff to define the AAR process and incorporate it into the Joint Training Manual NLT December 1996.

b. JWFC will implement the AAR process as part of the JWFC's packaged support concept in FY 1996 exercises (e.g., COBRA GOLD, INTERNAL LOOK, FUERTES ALIADAS). The JWFC support of the commander's AAR process is the Joint Model After Action Review System (JMAARS).

5. <u>Joint Issue Definition and Analysis</u>. Based upon the support provided to the Joint Training System across the entire joint community, JWFC will report to the Chairman of the Joint Chiefs of Staff at least annually on issues, lessons learned, and recommendations with application to the entire joint community.

6. <u>Exercise Support</u>

a. <u>Support Concept</u>. JWFC fully supports ten computer-assisted exercises each fiscal year with a tailored team of experts. Lead time for support team requests is 12 months prior to execution (minimum 8 months). The goal is to provide an event driven by a carefully selected number of command JMETL training objectives. These training objectives focus the support package to provide maximum training benefit. JWFC efforts are focused on joint task force staff and derivative boards. Component staff interoperability and combatant command staff training

programs can selectively be supported, based on command joint training requirements.

b. <u>CINC Liaisons</u>. Each combatant command is assigned a liaison to discuss employment of our total exercise package for a given exercise. The package provides a challenging scenario, scripting cell expertise, M&S support, and support to the commander's after-action review. Support teams are available to train the trainers in the latest instructional techniques, doctrinal updates, and joint courseware.

Exercise Support Services Provided

- Assist Joint Training Plan Development

-- JMETL Refinement   -- Identify Training Objs/Audience   -- Train the Trainers

- Provide Core Service

--Scenario Development   --Scripting Cell Advisors   --JECG Exercise Control

--Instructor/Controllers   --Operational Level OPFOR   --Special Response Cells

--Joint Models After Action Review

- Provide M&S Support

--C4I Connectivity - Develop/Implement   --Data base Building/ Testing

--Hardware Maintenance Support   --Exercise Architect-Develop/Implement

--Sim Tech Control and Ex Response Cell

---

c. <u>OPFOR</u>. JWFC also provides an operational level-of-war OPFOR core. Using a realistic campaign plan, the OPFOR element works under the exercise director and chief controller to accomplish the training objectives. Certified model controllers ensure minimum augmentation and allow exercise participants to concentrate on combat skills. JWFC can also coordinate strategic and theater level exercise

Table 2. FY 1996 Exercise Support Plan

	FY 96/1	FY 96/2	FY 96/3	FY 96/4	TOTAL
USPACOM	BALIKATAN TEMPEST EXPRESS TEMPO BRAVE	KEEN EDGE	COBRA GOLD* TEMPO BRAVE	ULCHI FOCUS LENS	7
USCENTCOM		ULTIMATE RESOLVE INTERNAL LOOK*			2
USSOUTHCOM	FUERZAS ALIADAS	FUERZAS ALIADAS	FUERZAS ALIADAS* FUERZAS de EVACUATION	FUERZA ALIADAS	5
USEUCOM		AGILE LION DYNAMIC ACTION		ATLANTIC RESOLVE	3
USACOM	UNIFIED ENDEAVOR PEACEKEEPER				2
CJCS		POSITIVE FORCE 96			1
TOTAL	6	7	4	3	20

[* Indicates Full Support Demo in FY 1996]
role players. In-progress reviews, liaison visits, and preliminary tests allow the combatant commander's staff to monitor and participate in creating the proper environment for the success of their exercise. At the conclusion of the

execution phase, the JWFC will provide inputs to the commander's Joint After-Action Report that will correlate event performance data to commander's training objectives.

7. <u>FY 1996 Doctrine Development</u>. The JWFC provides the basis for ensuring timeliness and the vertical and horizontal consistency of joint doctrine. By working closely with the Joint Staff/J-7, Joint Doctrine Division, lead agents, and primary review authorities, JWFC endeavors to ensure correct and timely doctrinal publications reach the user. Some of the 37 joint publications due for approval in the next fiscal year are depicted in Table 3.

Table 3. FY 1996 Doctrine Publications

PUB #	FY 1996 DOCTRINE DEVELOPMENT TITLE
1-01	JOINT PUB SYSTEM, JOINT DOCTRINE AND JTTP PROGRAM
1-07	DOCTRINE FOR PUBLIC AFFAIRS IN JOINT OPERATIONS
3-05	DOCTRINE FOR JOINT SPECIAL OPERATIONS
3-07.5	JTTP FOR NONCOMBATANT EVACUATION OPERATIONS
3-08	INTERAGENCY COORDINATION DURING JOINT OPERATIONS
3-09	DOCTRINE FOR JOINT FIRE SUPPORT
3-09.3	JTTP FOR CLOSE AIR SUPPORT
3-13	C3CM IN JOINT MILITARY OPERATIONS
3-14	JOINT DOCTRINE FOR SPACE OPERATIONS
3-18	JOINT DOCTRINE FOR FORCIBLE ENTRY OPERATIONS
3-18.1	JOINT DOCTRINE FOR AIRBORNE AND AIR ASSAULT OPERATIONS
3-50.3	JOINT DOCTRINE FOR EVASION AND RECOVERY
3-51	ELECTRONIC WARFARE IN JOINT MILITARY OPERATIONS
3-56	COMMAND AND CONTROL DOCTRINE FOR JOINT OPERATIONS
3-59.1	JTTP FOR METEOROLOGICAL AND OCEANOGRAPHIC SUPPORT
4-01	MOBILITY SYSTEM POLICIES, PROCEDURES, AND CONSIDERATIONS
4-01.2	JTTP FOR SEALIFT SUPPORT TO JOINT OPERATIONS
4-01.7	JTTP FOR USE OF INTERMODAL CONTAINERS IN JOINT OPERATIONS
4-02.1	JTTP FOR HEALTH LOGISTICS SUPPORT TO JOINT OPERATIONS
4-02.2	JTTP FOR PATIENT EVACUATION IN JOINT OPERATIONS
5-00.1	DOCTRINE FOR JOINT CAMPAIGN PLANNING
5-03.11	JOPES VOL I
6-02	JOINT DOCTRINE FOR EMPLOYMENT OF OPERATIONAL C4 SYSTEMS

SECTION III

JWFC ACTION PLAN FY 1997-2001

1. <u>Operational Concept</u>. In coordination with USACOM, the JWFC will assist regional commands' refinement of requirements-based joint training event and exercise programs. For politically generated exercises, the process should ensure maximum training value is achieved by assisting in the training requirements analysis. For joint training events and exercises, the JWFC will assist in the execution of events using fully distributed, interactive technology, as available. Further, JWFC will continue the mobile support concept begun in FY 1995/1996. Focus in FY 1997 will be establishment of functional combatant command training programs tailored for the supporting command functions. JTSST visits to USTRANSCOM, USSPACECOM, and USSTRATCOM will assist in the development of JTPs covering support to the supported combatant commands as well as their assigned staffs and forces.

2. <u>Training Support</u>. JWFC will continue to institutionalize the Joint Training System, with emphasis on Phases 1, 2, and 4 of the process. JWFC will continue to assist the combatant commands in the application of the tools developed for requirements definition (UJTL tasks, conditions, measures, and standards development); in the development of joint training plans and programs that match the combatant command's joint training requirements with available resources (training audience, objectives, tools available, and required training events); and in the overall assessment process for the identification of systemic joint issues and workable solutions to those issues.

   a. <u>Automation Support to Combatant Commands</u>. JWFC will, in coordination with USACOM, develop an Automation Enhancement Plan and Roadmap.

   b. <u>CJCS Commended Training Issues</u>. JWFC will develop an ongoing process for identification and tracking of CJCS Commended Training Issues.

   c. <u>Combatant Command Resident Instructors</u>. JWFC will develop, in coordination with combatant commands, a program to assist development of combatant command resident instructors NLT December 1996.

3. <u>Exercise Support</u>. Beginning in FY 1997, JWFC will provide each geographic combatant command two full package support teams for joint exercises, each fiscal year, based on combatant commander Joint Training Plans. Pending resolution of resources, JWFC will provide this packaged support to the combatant commanders at no

or low cost; i.e., JWFC will fund its own transportation and per

Support Joint Training Event Execution By Assisting with Joint Exercise Design/Planning/Execution/Evaluation to include:	
FUNCTION	PERSONNEL
- Joint Training Plan Development	
-- JMETL Refinement	4
-- Identify Training Objectives/Audience	4
-- Train the Trainers	6
-CORE Exercise Support:	
--Scenario Development	4
--Scripting Cell Advisors	6
--JECG Exercise Control	8
--Instructor/Controllers	12
--Operational Level OPFOR	12
--Special Response Cells	6
--Joint Models After Action Review	15
-M&S Support	
--M&S Technical Control Cell	3
--M&S Technical Response Cell	4
--Dbase Development/Testing (Forces, Equip, Terrain)	2
--M&S Maintenance Support/Assistance Team	2
--Exercise Architecture Development/Implementation	12
--M&S Operations/System Support	
--C4I/VTC Connectivity Requirements	
--Software/Hardware Support	

diem.

Table 4. JWFC Full Package Exercise Support

4. Doctrine Development. By 1997, Joint Doctrine will have been firmly established in the Services' lexicon and universally practiced. The JWFC will continue to improve existing doctrinal publications. By simultaneously fine tuning doctrine on extant capabilities and preparing doctrine for the future battle, JWFC will be a prime contributor to the preparedness of the Armed Forces of the United States. Future concepts will become more important. JWFC provides assistance to development, collection, analysis, and assessment of potential concepts offering the greatest potential for adoption in the joint community. A refined list of candidate concepts will be provided to the Joint Staff for selection and approval by CJCS.

5. Technology Focus. JWFC will provide joint and multinational operational M&S, along with associated support technology (i.e., C4I systems) in preparation for present and future joint and

multinational operations. JWFC will assist CJCS, CINCs, and Chiefs of the Services by providing core expertise and consultant services for management and architecture development of exercise support, resource scheduling, and joint M&S requirements determination for joint exercises. Specifically JWFC is:

    a. Responsible for all M&S, communications, and logistics planning and execution related to the application of technology in the support of all JWFC activities.

    b. Responsible for installation, operation, maintenance, and configuration control of all JWFC hardware, systems software, model software, and software support tools.

    c. Responsible for training, operation, and analysis on models, simulations, and data bases to conduct exercises and rehearsals along with technical management, communications, and networking support.

6. <u>Joint Training Simulation Plan</u>. Based on inputs from the joint community, OSD has approved development of a comprehensive M&S program for joint training and rehearsal. Program design consists of four time-phased thrusts as the long-term solution to existing shortfalls. The simulation plan is depicted in Figures 10 and 11.

> ### *Thrust I*
> - Immediate High Payoff, Low Cost and Overhead
> --Short-term, low cost modification to existing systems
> --Prudent investments to address pressing problems

> ### *Thrust II*
> *- Improved Joint Training*
> *--Mid-term extensions of current capability*
> *--High return on investment*
> *--Moderate increase over current funding level*

> ### *Thrust III*
> *- Full Spectrum Military Operations and OOTW*
> *--The long-term solution*
> *--Major investment*
> *--Draws from Service programs and prior joint thrusts*
> *--Extends state-of-the-art technological ability to support joint training*

> ### *Thrust IV*
> *-Sustainment*

```
+-----------------------------------------------------------------+
|          Thrust I - Near term M&S Prioritized Requirements       |
| 1) Integrated Data Base Preparation System (IDPS)-Expand JWFC    |
| 2) Joint Conflict Model (JCM)& Joint Tactical Simulation(JTS)-Merge JWFC |
| 3) Joint Intelligence Driver-Develop WPC                         |
| 4) Joint Theater-Level Simulation (JTLS) - Distributed Interactive Simulation |
| (DIS) - Compliance JWFC                                          |
| 5) Real Warrior - Expand connection to real world C4I systems WPC |
| 6) Warrior Preparation Center After-Action Review System - Expand to a "Joint" |
| After-Action Review System  WPC                                 |
| 7) Aggregate Level Simulation Protocol (ALSP) - Enhancements Army |
| 8) Graphic Input Aggregate Control (GIAC)  - Expand graphics user interface to |
| include more models WPC                                          |
| 9) Marine Corps Air Ground Task Force Tactical Warfare System (MTWS) - |
| Enhance linkage to Corps Battle Simulation (CBS) Army            |
| 10) Joint System Training Exercise (JSTE) - Link to AWSIM        |
+-----------------------------------------------------------------+
```

Figure 10. Joint Training Simulation Thrusts
Figure 11. Joint Training Simulation Plan

```
+-----------------------------------------------------------------+
|                    Thrust IV - Steady State                      |
| 1) Configuration Management, Maintenance, and Continuing Upgrades |
| 2) Models and Simulations Coordination Center                    |
+-----------------------------------------------------------------+
```

```
┌────────────────────────────────────────────────────────────┐
│              Thrust II Mid-Term M&S Enhancements             │
│ 1) Add Space-Based Support (e.g., National Assets)           │
│ 2) Include Rotary Wing Aircraft in all Air-to-Air Combat     │
│ 3) Include TBM/CMs and  Enhance EW  Representation           │
│ 4) Add Ship-to-Shore & Shore-to-Ship Gunfire                 │
│ 5) Include Ship-to-Ship Engagements Between Models           │
│ 6) Broaden Ground-to-Ground Fire Representation Between Models│
│ 7) Add Enhance Logistics Capabilities                        │
│ 8) Enhance Air Defense Representation                        │
│ 9) Add Medical Support Operations                            │
│ 10) Enhance AAR System                                       │
│ 11) Improve Terrain Representation Standardization            │
└────────────────────────────────────────────────────────────┘
```

```
┌────────────────────────────────────────────────────────────┐
│ 1) Improve Joint Warfare Functionality through JSIMS         │
│ 2) Reduce Exercise Overhead                                  │
│ 3) Interface With Real-World C4I Interfaces                  │
│ 4) Provide Rapid and Easy Scenario and Data Base Development │
│ 5) Enhance Fidelity and Realism Through Integration With STOW│
│ 6) Integrate Analysis Through JWARS                          │
└────────────────────────────────────────────────────────────┘
```

APPENDIX D

JTMP 98
MILESTONES

JTMP 98 TASK	OPR	OCR	Initial Suspense	Final Suspense	JTMP Page #
PHASE I – REQUIREMENTS DEFINITION					
Include "Immediate" CCTIs and					
Ongoing CCTI into training program	CINCS	JS/JWFC/Serv	ASAP	Mar96	6
UJTL V3.0 Refine and Publish	JS	CINCS/JWFC/Serv	May96	Aug96	14
– Measures Development	JS	CINCS/JWFC/Serv	Jan96	Mar96	14
– Interoperability Tasks	**JS**	**CINCS/Serv/JWFC**	Mar96	Aug96	15
Nominate FY 1996/1997 Exercises for Prototype Stan	CINCS	JWFC	N/A	Dec95	14
CINC JMETL / **Training** Guidance	CINCS	Service Comp	ASAP	Sep96	15
PHASE II – IMPLEMENTATION					
JTP with Supporting and Command-Linked Tasks	CINCS	JS	–	Mar96	21
JFITL98 – Common Operational Tasks	USACOM	CINCS/JS	DONE	**Oct95**	16
JFITL99 – Common Tasks / Commands / Standards	USACOM	CINCS/JS	Jul96	Sep96	16
JPME / Training Integration Plan	JWFC	CINCS/JS/Serv	N/A	Jun96	17
JTMP98	JS	CINCS/JWFC/Serv	DONE	Nov95	18
JTMP00	JS	CINCS/JWFC/Serv	Aug97	Oct97	18
FY 1997/1998 JIMS (Based on **SEP95** JMETL)	CINCS	JS/Serv Comp	Dec95	Jun96	21
M & S Priority List	JWFC	CINCS/Serv	Dec95	Nov96	21

GLOSSARY

PHASE III – EXECUTION SUPPORT					
PHASE III – EXECUTION SUPPORT					
JWFC / ACOM MOU	JWFC	USACOM/JS	Jun96	Jul96	22
Service Tactical Task List	Services	JS/CINCS	Jan96	Aug96	23
JTF Staff Training Program	USACOM	JWFC	Nov95	Sep96	26
C2 of Air Operations Training Program	USACOM	JWFC	–	Feb96	26
JTF Headquarters Training JPOI	USACOM	JWFC/PACOM	DONE	Nov95	27
JFACC Training JPOI	JWFC	USACOM/USAFDOCT	TBD	Apr96	27
JFMCC Training JPOI	JWFC	USACOM/NAVDOCT	TBD	Jan97	27
JSOTF Training JPOI	JWFC	USSOCOM/JSOFI	TBD	Mar97	27
Land Force Comp Training JPOI	JWFC	USACOM/TRADOC	TBD	**TBD**	27
JEMP / JEL Interface	JWFC	JS/CINCS	Sep95	Oct96	28
JEMP Software V6.0	JS	JWFC	Oct95	Dec95	29
JEMP XX	JS	JWFC	Mar96	Oct96	29
Phase IV – Assessment					
Tasks in JULLS / RAPS / Collection Plans	CINCS	JWFC/JS/Serv	ASAP	NLT FY98	32
JMETL / JMRR Linkage	CINCS	JS	**Feb96**	Jun96	35
Combat ID Training Assessment	JWFC	USACOM	–	Feb96	26

Part I--ABBREVIATIONS AND ACRONYMS

AAR	after-action review
ALSP	aggregate-level simulation protocol
AWSIM	air warfare simulation model
C2W	command and control warfare
C3CM	command, control, and communication countermeasures
C4I	command, control, communications, computers, and intelligence
CAX	computer-assisted exercise
CBS	corps battle simulation
CCB	configuration control board
CCTI	CJCS Commended Training Issues
CFX	command field exercise
CINCs	commanders in chief of unified commands
CIO	Central Imaging Office
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS instruction
CJCSM	CJCS manual
CJTF	commander, joint task force
COA	course of action
COMMZ	communications zone
CONPLAN	concept plan
CONUS	continental United States
CPX	command post exercise
CSAR	combat search and rescue
CSEP	CJCS-Sponsored Exercise Program
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DNA	Defense Nuclear Agency
DPG	Defense Planning Guidance
DSI	defense simulation internet
EAD	Evaluation and Analysis Division, J-7
EEFI	essential elements of friendly information
EXSCHED	exercise schedule software
FTX	field training exercise
FY	fiscal year
GCCS	Global Command and Control Ssystem
GIAC	graphic input aggregate control
HA	humanitarian assistance
ID	identification
IPL	integrated priority list

IPR	in-progress review
IPS	illustrative planning scenario
ISR	intelligence, surveillance, and reconnaissance
ITRO	inter-Service training organization
J-7	Operational Plans and Interoperability Directorate, Joint Staff
J-8	Force Structure, Resource, and Assessment Directorate, Joint Staff
JAAR	joint after-action report
JAARS	Joint After-Action Reporting System
JC2WC	Joint Command and Control Warfare Center
JCLL	Joint Center for Lessons Learned
JCM	joint conflict model
JCSE	Joint Communication Support Element
JDISS	joint deployable intelligence support system
JECEWSI	joint electronic warfare simulation
JECG	joint exercise control group
JEL	Joint Electronic Library
JEMP	Joint Exercise Management Program
JET	joint event teams
JETD	Joint Exercise and Training Division, J-7
JFACC	Joint Force Air Component Commander
JFC	joint force commander
JFITL	Joint Force Integrator Task List
JFMCC	joint force maritime component commander
JIEO	Joint Interoperability Engineering Organization
JMAARS	Joint Model after Action Review System
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JMITC	joint military intelligence training center
JMRR	joint monthly readiness report
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System
JPME	Joint Professional Military Education
JPOI	joint program of instruction
JROC	Joint Requirements Oversight Council
JSCP	Joint Strategic Capabilities Plan
JSIMS	joint simulation system
JSOFI	Joint Special Operations Forces Institute
JSOTF	Joint Special Operations Task Force
JSTE	joint system training exercise
JTAO	Joint Tactical Air Operations
JTF	joint task force
JTLS	joint theater-level simulation
JTM	Joint Training Manual
JTMP	Joint Training Master Plan
JTMS	Joint Training Master Schedule
JTP	joint training plan

JTSST	joint training system support team
JTTP	joint tactics, techniques, and procedures
JULL	Joint Universal Lessons Learned
JULLS	Joint Universal Lessons Learned System
JWARS	joint warfare system
JWCA	Joint Warfighting Capability Assessment
JWFC	Joint Warfighting Center
LOCS	lines of communication
LRC	lesser regional contingency
M&S	modeling and simulation
MOOTW	military operations other than war
MOU	memorandum of understanding
MRC	major regional contingency
MSEL	master scenario event list
MTWS	Marine air-ground task force tactical warfare simulation
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NIEX	no-notice interoperability exercise
NLT	not later than
NMS	National Military Strategy
NSC	National Security Council
NUWAX	nuclear weapon accident exercise
OPFOR	opposing force
OPLAN	operation plan
OPR	office of primary responsibility
OPTEMPO	operations tempo
OSD	Office of the Secretary of Defense
PEM	program element monitor
PERSTEMPO	personnel tempo
PFP	Partnership for Peace
PJE	Program for Joint Professional Military Education
POD	port of debarkation
POE	port of embarkation
POM	Program Objective Memorandum
PSYOP	psychological operation
RAP	Remedial Action Project
RESA	research, evaluation and system analysis
S&T	science and technology
SIGSEC	signal security
SIOP	Single Integrated Operational Plan
STOW	synthetic theater of war
TACSIM	tactical simulation

UIC	unit identification code
UJTL	Universal Joint Task List
UN	United Nations
UNAAF	Unified Action Armed Forces
USACOM	United States Atlantic Command
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	unit type code
VTC	video teleconference
WPC	Warrior Prep Center

Part II--DEFINITIONS

after-action review (AAR). A process designed to provide commanders direct feedback on the accomplishment of selected JMETs, conditions, and standards stated in terms of training objectives in order for the commander to evaluate training proficiency. An analytical review of training events that enable the training audience, through a facilitated professional discussion, to examine actions and results during a training event.

CINC Joint Training Plan (JTP). A plan developed and updated annually by each CINC that defines the methods used to train assigned forces (training audience) in joint procedures (JTTP) to accomplish the mission requirements (JMETL) over the selected training period. Specifically, the JTP identifies the training audience, the joint training objectives, the training events, and required training resources.

CJCS Joint Training Master Plan (JTMP). A plan developed and updated by the Chairman of the Joint Chiefs of Staff that provides planning guidance and identifies common joint training requirements. The CJCS JTMP includes, as a minimum, CJCS guidance, common joint tasks, and CJCS Commended Training Issues.

CJCS Joint Training Master Schedule (JTMS). A program developed and updated annually by the Chairman of the Joint Chiefs of Staff that integrates the CINCs' JTPs and the schedule of the CJCS-sponsored exercises. The CJCS JTMS includes, as a minimum, exercise summaries for the program year as well as proposed summaries for the following 5 years.

command linked tasks. These tasks depict the seams between supported and supporting commands. Command linked tasks are performed by supported commands and are key to the accomplishment of supporting command JMETs.

common joint task. Joint task selected by more than one combatant command as a JMET.

component interoperability training. Operational training in which more than one Service component participates. Normally, CINC- or Service-based initiatives to improve responsiveness of assigned forces to combatant commanders. The purpose is to ensure interoperability of combat, combat support, combat service support, and military equipment between two or more Service components.

conditions. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance.

exercise. A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. (Joint Pub 1-02)

> joint exercise. Exercises based on joint doctrine and procedures that train and evaluate joint forces or staffs to respond to requirements established by joint commanders to accomplish their assigned mission(s).

> multinational exercises. Exercises that train and evaluate US and other nations' forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned mission(s).

exercise objective. Specific statement of purpose, guidance, and/or direction for an exercise.

interagency operations. Operations other than war will often involve several departments and agencies of the USG. These organizations may include the Office of the Secretary of Defense; the Joint Chiefs of Staff; the Departments of State, Agriculture, Commerce, Justice, and Transportation; and the Intelligence Community.

joint after-action report. A written report consisting of summary joint universal lessons learned that provides the official description of an operational training event and identifies significant lessons learned.

Joint Mission Essential Task List (JMETL). A list of joint tasks considered essential to the accomplishment of an assigned or anticipated mission.

Joint Professional Military Education (JPME). JPME is that portion of professional education concentrating on the instruction of joint matters.

joint training. Military training based on joint doctrine to prepare joint forces and/or joint staffs to respond to operational requirements deemed necessary by the CINCs to execute their assigned missions. NOTE: Deviations from these criteria may be made at the discretion of the respective combatant commander. For instance, regional exercises focused on such CINC priorities as coalition building, overseas presence and access, demonstrating national resolve, and visible support for allies could be included in the Joint Training Plan.

military training. The instruction of personnel to enhance their capacity to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance combat readiness. Training has three components: Service, joint, and multinational. (Joint Pub 1-02)

mission. 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefor. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. (Joint Pub 1-02)

multilateral peace operations. Actions taken by the United Nations under the authority of Chapter VI or Chapter VII of the United Nations Charter, by regional arrangements pursuant to Chapter VIII of the UN charter, or by ad hoc coalitions pursuant to a UN Security Council resolution under the authority of Chapter VI or VII of the UN Charter or consistent with Chapter VI of the UN Charter in order to preserve, maintain, or restore the peace. (White Paper, May 1994, "The Clinton Administration's Policy on Reforming Multilateral Peace Operations")

multinational training. Military training based on allied, joint, and/or Service doctrine, as applicable, to prepare personnel or units for multinational operations in response to NCA directives.

peace enforcement (Chapter VII, Peace Operations). Actions involving the use of force or the threat of the use of force, authorized by the United Nations Security Council under Chapter VII of the UN Charter, to preserve, maintain, or restore international peace and security or address breaches of the peace or acts of aggression. Such operations do not require the consent of the state(s) involved or of other parties to the conflict. (White Paper, May 1994, "The Clinton Administration's Policy on Reforming Multilateral Peace Operations")

.peacekeeping (Chapter VI, Peace Operations). Deployment of neutral military and/or civilian personnel with the consent of the state or states involved and, more recently, of all significant parties to the dispute in order to assist in preserving or maintaining the peace. These are traditionally noncombat operations (except for the purpose of self-defense) and are normally undertaken to monitor and facilitate implementation of an existing truce agreement and in support of diplomatic efforts to achieve a lasting political settlement of the dispute. (White Paper, May 1994, "The Clinton Administration's Policy on Reforming Multilateral Peace Operations")

Professional Military Education (PME). The systematic instruction of professionals in subjects that will enhance their knowledge of the science and art of war.

program of instruction. A series of related courses designed to satisy a specific joint training requirement (e.g., JTF HQ, etc.)

Service training. Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and component interoperability training. Component interoperability training

can be the result of either combatant commander or Service initiative.

standard. Defined by the combatant commander, the minimum acceptable proficiency required in the performance of a particular task under a specified set of conditions.

   measure. Provides the basis for describing varying levels of task performance.

   criterion. Defines acceptable levels of performance.

supporting task. Specific activities that contribute to the accomplishment of a Joint Mission Essential Task. Supporting tasks are accomplished by a supported command, supporting command, Service component, or other agency.

task. A discrete event or action, not specific to a single unit, weapon system, or individual, that enables a mission or function to be accomplished--by individuals or organizations.

training assessment. An analytical process used by joint commanders and other leaders to determine an organization's current levels of training proficiency on mission essential tasks. This process also supports the Chairman's and combatant commanders' cumulative assessments of overall joint readiness.

training evaluation. The process used to measure the demonstrated ability (e.g., demonstrated during training events or exercises) to accomplish specified training objectives.

training objective. A statement that describes the desired outcome of a training activity. A training objective is derived from JMETs, conditions, and standards.

INTERNET DOCUMENT INFORMATION FORM

A . Report Title: Joint Training Master Plan 1998

B. DATE Report Downloaded From the Internet   9/2/98

C. Report's Point of Contact: (Name, Organization, Address, Office Symbol, & Ph #):   **Joint Chiefs of Staff**
Joint Staff
Washington, DC 20318-0400

D. Currently Applicable Classification Level: Unclassified

E. Distribution Statement A: Approved for Public Release

F. The foregoing information was compiled and provided by:
DTIC-OCA, Initials:___VM___**Preparation Date:** 9|2|98

The foregoing information should exactly correspond to the Title, Report Number, and the Date on the accompanying report document. If there are mismatches, or other questions, contact the above OCA Representative for resolution.